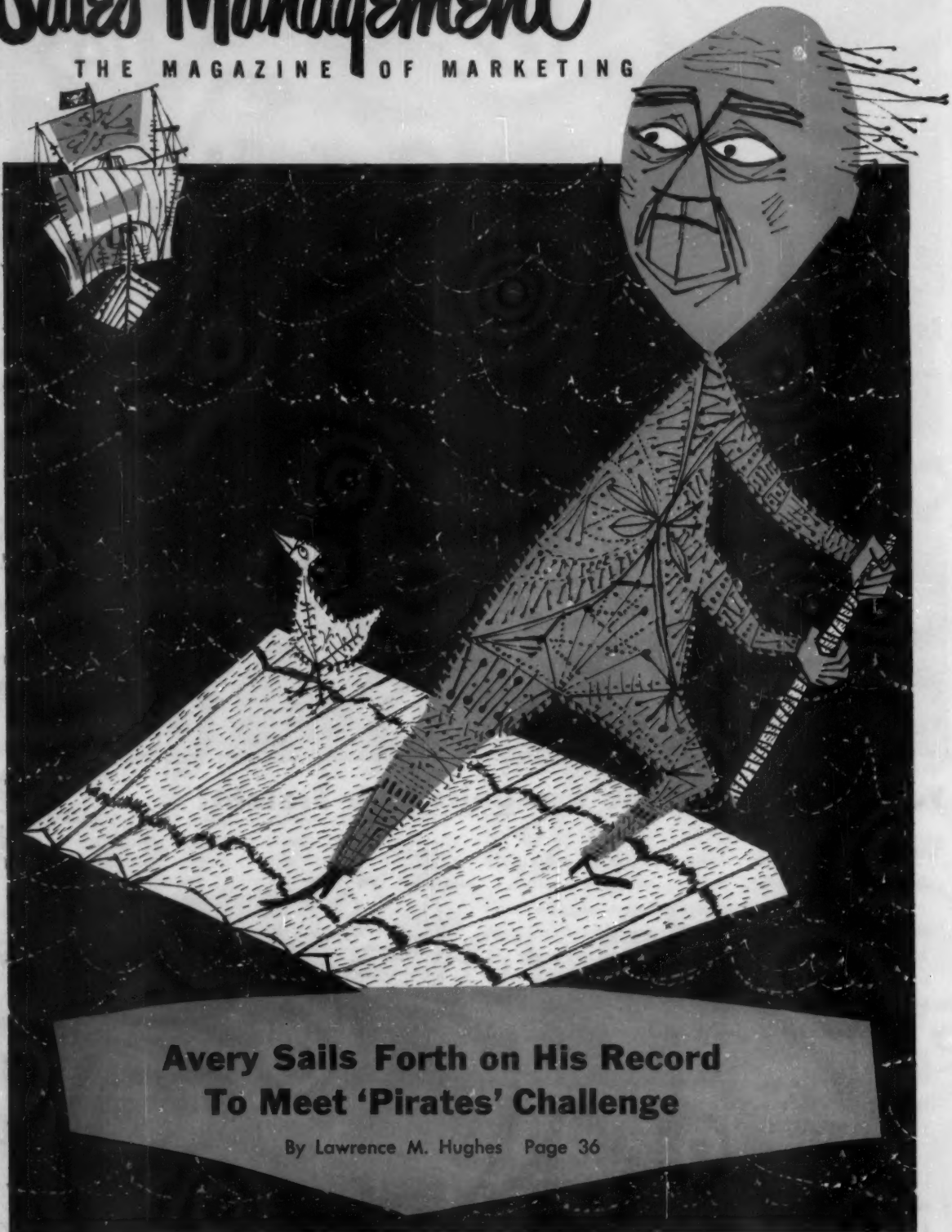


PART I OF TWO PARTS

Sales Management

THE MAGAZINE OF MARKETING



Avery Sails Forth on His Record To Meet 'Pirates' Challenge

By Lawrence M. Hughes Page 36

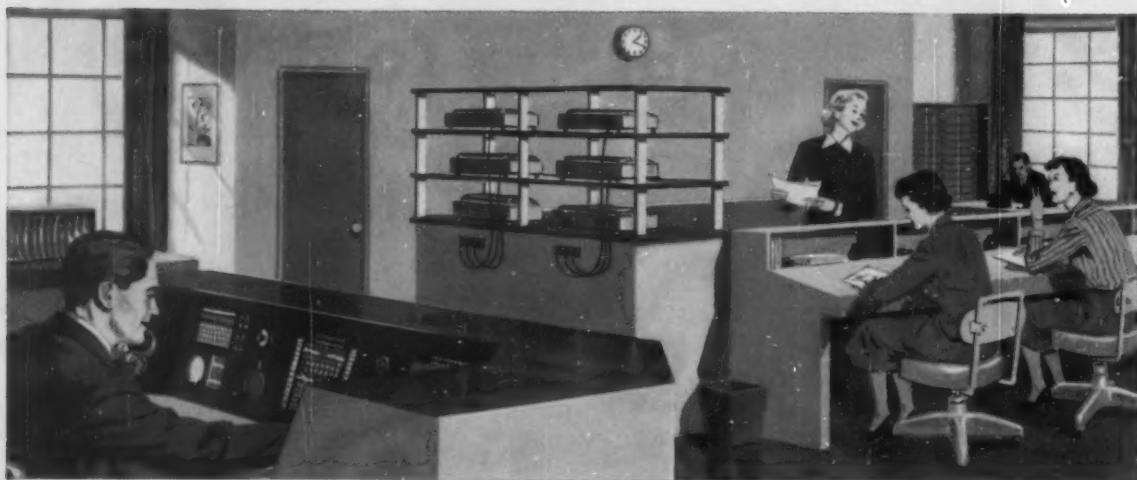
FIFTY CENTS

A BILL BROTHERS PUBLICATION

APRIL 1, 1955



Is the shipping space you need available right now?



You know when you use United Air Freight!

United Air Lines flies an average of 121,000 ton miles of air freight every day—representing a not-so-small mountain of machinery, flowers, auto parts and other cargo. To keep this vast amount of freight flowing smoothly and on schedule United's "payload control" center at its Denver operating base, keeps constant watch over the more than 254 cargo-carrying Mainliner® flights daily.

Control specialists at Denver monitor a nationwide, private line telephone and teletype circuit 24 hours a day. And by this use of payload control, shippers anywhere in the U.S. can know immediately when and how much they can ship—by regular or (exclusive with United) Reserved Space Air Freight.

For full information call your local United office located in principal cities coast-to-coast. Also write for the new and informative booklet, "Industry's Flying Partner":
United Air Lines Cargo Sales Dept., B-4 5959 S. Cicero, Chicago, Ill.



**New world-wide
Reserved Space Air Freight service
now available to 84 countries**



Nowadays, everyone helps to drive home a bargain

For several years now, America's urban cliff dwellers have been swarming to the greener pastures of the suburbs.

And, hard on their heels, city store after city store has picked up its marbles, its terra cotta, its goods and produce, and trundled right out after them. In fact, the car-crowded shopping center has become the marketing phenomenon of our time.

Keeping right in step with all this evolving, is an epochal change in people's *buying* habits, too. Just as families work together and play together as never before, they *shop* together—whole tribes at a clip. And every member, from smallest shaver to biggest wheel, has a committee vote in who buys what.

To see how big this "togetherness" has grown, just check any department store (urb or suburb). Or any auto dealer, grocer, drug store or hardware shop.

Or leaf through any issue of McCALL'S. Page by

page, McCALL'S is edited to mirror the American family in its new "togetherness". And because of this, more and more manufacturers are marrying their budgets to McCALL'S—to get together with America's *growingest* market.

In April McCall's . . .

- *Easter in Jerusalem.* An inspiring special article about the Holy Week religious ceremonies in Jerusalem, illustrated with four pages of full color photographs.
- *Where Does Your Money Go?* A McCall's report on how six Kentucky families with incomes of \$6,500 a year spend their money. A tabulation of expenditures gives readers the opportunity to compare their own spending habits.
- *The Locked Room.* Part one of a three-part novel of suspense by Margaret Bell Houston.
- *The Fabulous Story of Anthony J. Drexel Biddle.* By his daughter Cordelia. The stranger-than-fiction life story of the Philadelphia socialite who became a hero in the U. S. Marines at the age of seventy.

McCall's —edited for today's family "togetherness"
in living . . . in planning . . . in buying



NOTHING much happens to automobiles that relax at ease day after day in a city garage while their cliff-dwelling owners use buses, taxis and subways in their daily routines.

In smaller communities with under 50,000 population, however, where dependency on passenger car transportation reaches its peak of 83%, the automotive industry finds its busiest market for cars and trucks, replacement parts, accessories and services. It is here that:

85% of all *new car and truck dealers* account for 58% of annual sales and service dollars.

76% of America's *gasoline service stations* ring up 69% of the annual dollar sales.

71% of the *independent repair shops* handle 60% of the annual national repair bill.

Pardon our pride of possession, but with 70% of our 2,700,000 American Legion households located in these communities of under 50,000 population, we figure we have a healthy corner of this market . . . we call it "Legion-Area".

90% of the 2,700,000 Legion households own one or more automobiles.

2,759,400 Legion-owned cars are driven an average of 13,700 miles each year.

483,300 new cars are purchased each year by Legionnaires.

Tell your story to these car-owning Legionnaires through advertising in their own American Legion Magazine. We feed them a steady diet of automotive articles and their appetite for automotive advertising is unlimited.

Increase your sales through 2,200 Legionnaire owned and operated retail outlets in the automotive category of The American Legion Magazine Retail Advisory Council. You can become a leading citizen in Legion-Area at both the consumer and dealer levels.

THE AMERICAN LEGION MAGAZINE



Retail
Advisory
Council

720 Fifth Avenue, New York 19, N.Y.

Sales Management

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Ads Spearheaded Distribution

The loss of a large private brand customer spurred Republic Steel to develop its own brand of kitchen. Republic told its story in advertisements to distributors, dealers and consumers. Result: The firm, in a scrappy industry, now ranks No. 2 in sales.

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SALES MANAGEMENT

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Successors to the fabulous Kellogg brothers and C. W. Post are doing business in Battle Creek and the snap, crackle and pop are sweeter today than ever. What manner of men founded an industry in a spot lacking economic reason?

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"Just about every product purchase involves an ELIMINATION CONTEST"

FROM A RECENT MAILING OF N. I. A. A.

Your product wins the contest when it gets in at the start and stays till the order is signed.

Industrial Equipment News can help you both to open the opportunity and to close the sale.

IEN opens sales opportunities by exposing your product to 40,000 industrial establishments in 452 industries at a cost of \$150 to \$160 a month.

64,000 product selectors search the pages of IEN each month solely for what's new or better in products. In IEN you can fish for new markets among all these manufacturers who together make 80% of the national product. IEN will help you to sell them and prompt many of your logical prospects to reveal and particularize their buying interest by means of IEN's exclusive SPECIFIC INFORMATION SALES LEADS.

Because of its continuous use for buying reference, IEN helps you to close sales, speaking for you again when the deal is about to be closed. When you are a regular advertiser in IEN, you keep right on selling from start to finish.

Thousands of buyers first learn of a product from IEN and receive their final buying impact from Industrial Equipment News.

You can't buy better insurance for the effectiveness of the thousands of dollars you spend in methods papers than

to invest a few hundreds to make sure that your product is entered in the elimination contest and is there when the contract is awarded.

Details?

Send for complete DATA FILE



Industrial Equipment News

Thomas Publishing Company



BPA 461 Eighth Avenue, New York 1, N. Y.

NBP ... Affiliated with Thomas Register

NOW **PAPER-MATE PENS**

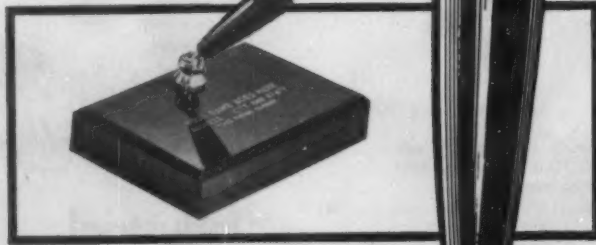


are used throughout the more
than 500 branches of
THE BANK OF AMERICA—
the biggest bank in the world!

Over 22,000 Paper-Mate pens and desk sets are now being used at customers' desks, tellers' windows, executive offices . . . in fact, in *every* department of The Bank of America—the world's largest bank.

Here is one more example of how leading companies use Paper-Mate's prestige and remarkable leak-proof, smear-proof, transfer-proof performance to build lasting customer good will. There's no finer pen than a Paper-Mate for give-aways, account-openers, gifts and bonuses.

Paper-Mate Pens are available with your name or message imprinted on barrel. Write for discount and quantity prices today.



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752 Broadway, New York 3, N. Y.

PAPER-MATE COMPANY
8790 Hays Street, Culver City, California

PAPER-MATE OF CANADA
265 Adelaide Street, West, Toronto, Canada



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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MANAGING EDITOR.....John H. Caldwell
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Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

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DIRECTOR.....R. E. Smallwood
ASSISTANT DIRECTOR.....Edward S. Hoffman
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT):
editorial and production office: 1200 Land Title
Bldg., Philadelphia 16, Pa.; Philip Harrison, Gen-
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TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood

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Copyright April 1, 1955 by Sales Manage-
ment, Inc.

Member



April 1, 1955

Volume 74

No. 7

SALES MANAGEMENT

BBDONewsletter

- 1 Advertising Insurance
- 2 Road Birds
- 3 Glass Anniversary
- 4 Ban Wagon



① How to make good advertising better? Liberty Mutual ads were getting good readership, good results. Then, intensive copy research and impact studies pointed to a more powerful campaign with a new theme: "The Company that stands by you." Factual, picture-caption ads tell about Liberty's loss-prevention and claims services. This client of 20 years' standing is served by BBDO Boston.



② Watch out for the Road Birds. Feathered characters in the new Ethyl Corporation series have human counterparts on every highway. Every motorist knows them. Zanies like the "Darting Road Runner" caricature bad drivers, while the "Smart Bird" sells good driving and premium gasolines. Birds appear regularly in leading magazines, reach a nation-wide audience of some 48 million readers.



③ Picture windows and window walls were a rare sight in 1935. That's when Pittsburgh Plate Glass Company began consistent advertising to promote the use of glass in homes. Today, Pittsburgh glass plays a handsome part in homes across the country. 1955 ads use before-and-after pictures to sell beauty at a glance. Copy makes a clear case for comfort and economy. Prepared by BBDO Pittsburgh.



④ The "Ban Wagon," nation-wide promotion for new Ban deodorant with the unique roll-on applicator, began rolling last month. Arthur Godfrey on the CBS-TV network and a series of magazine and Sunday-supplement advertisements lead the selling parade for this new Bristol-Myers product. Exclamation-point format ties in with Ban package design and widely distributed point-of-sale material.


BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA

APRIL 1, 1955

“GBP really pays off!”





No mystery about it. There's a bag full of money in this plan... an entirely new *Group Buying Plan* by CBS Radio Spot Sales. And all you need to start right away is 3 nighttime quarter-hours (or the equivalent) on any 3 of the 14 leading stations represented by CBS Radio Spot Sales.

Then, because you are an eligible GBP advertiser, you receive — *over and above all other earned discounts allowed by each station you select — an additional 15 per cent discount!*

There's more. For each additional station you use, up to and including all 14, you receive an additional 1 per cent discount. Adds up to a potential *26 per cent discount* on your total investment *after all other discounts!*

There's lots more. Each of these 14 big CBS Radio stations is number one in its market, delivering the largest average share of the radio audience in its market, month after month after month!

There's even more. In dollars and cents you'll see how GBP means greater savings and leads to bigger profits. Call CBS Radio Spot Sales and we'll talk about a Group Buying Plan for you.

CBS RADIO SPOT SALES

REPRESENTS WCBS, NEW YORK - WBBM, CHICAGO
KNX, LOS ANGELES - WCCO, MINNEAPOLIS - ST. PAUL
WCAU, PHILADELPHIA - WTOP, WASHINGTON
WBT, CHARLOTTE - KMOX, ST. LOUIS - WEEI, BOSTON
KSL, SALT LAKE CITY - KCBS, SAN FRANCISCO
WRVA, RICHMOND - WMBR, JACKSONVILLE - KOIN,
PORTLAND - THE COLUMBIA PACIFIC RADIO
NETWORK AND THE BONNEVILLE RADIO NETWORK

DIRECT

ONE WAY

STREET
TO THE
RADIO-
ELECTRONICS
MARKET!

ONE WAY

IRE DIRECTORY ALONE PROVIDES PRODUCT FACTS ENGINEERS NEED!

35,000 IRE members are the engineers who spark new developments in the fast-paced, fast-growing radio-electronics industry. To feed the fires of their creative thinking, they must have the latest facts. That's why they turn first to IRE DIRECTORY—a working encyclopedia of products, firms and men. This vital working information remains within arm's reach 365 days a year.

When it's packed with facts, your product catalog in IRE DIRECTORY "tells and sells" the men who specify and buy—the IRE radio-electronics engineer.



The Institute of Radio Engineers
Advertising Department
1475 Broadway, New York 36, N. Y.

LETTERS TO THE EDITORS

ON THE ART OF PUBLIC SPEAKING:

Sunshine Biscuits, Inc.

I'm a modest little rascal, but when a guy puts you in the same category as Demosthenes, Mark Antony and Red Motley, you can only leap to the conclusion that the author of such a statement is really a brilliant man. ("Do Your Salesmen Doodle When You Speak?" by Percy Whiting, SM, Mar. 1, p. 52).

I have always admired and enjoyed Percy Whiting and never miss any opportunity to hear him when out on the circuit.

In this particular article I buy everything he has to say with the single exception that I am addicted to the practice of opening up any talk with a light barrage of allegedly funny stories. I do think there should be a definite purpose in any story told, but I hold that Maxwell Droke who claims that the first three minutes of any talk are the most important in establishing the interest of an audience in any speaker. . . . However Percy is right in suggesting that if a sales manager is not qualified to tell a story, it's very devastating for him to try.

Gene Flack

Sales Counsel and Director of Advertising
Long Island City, N. Y.

Simmons Co.

Percy Whiting did a good job in his article on speeches by sales managers. I think many of us are guilty of the charges he makes. This is a good subject. Those of us who speak a lot will check his points and this will refresh our memory on the right and wrong approaches to our audience. I've started a series of meetings across the country, and I've decided to follow the five points at the top of the middle column on p. 54. . . . You know, most of us forget much of what we have learned.

John W. Hubbell

Vice-President
New York, N. Y.

THEY BELIEVE IN SELLING . . .

To me, Red's article, "I believe in Selling" (SM, Feb. 15, p. 62), typifies Red, who is himself a master salesman. It is unfortunate, but probably true, that the selling profession today has too many Willy Lomans in it, and the public acceptance of "Death of a Salesman" was due in no small measure to the fact that the general public fails to understand selling as does Red.

We in the profession should have more articles of this sort but some method should be found to bring Red's philosophy before the general public, for the salesman

can never attain his true stature without a real understanding of his purpose in life.

Red has indicated he hopes to do less and less speaking, but I hope he can be made to change his mind on this, for his views should be more widely disseminated.

Glenn Fouche

President
The Stayform Co.
Chicago, Ill.

... AND IN MOTLEY

As my daughter would say, I think Red Motley is the "most". . . . If there were a few more Red Motleys we would not have so many young college students looking down their noses at that splendid old profession of selling. I am wondering if anyone has sent to college students any tape recordings, wire recordings or phonograph recordings of Mr. Motley giving one of his talks. It might not be a bad idea.

Louis H. Brendel

James Thomas Chirurg Co.
Boston, Mass.

►We think it would be a splendid idea . . . Red Motley, please note.

BOUQUET FROM THE NEW YORKER

Mike Hughes has done an enormous job in his story on *The New Yorker* (Mar. 1, p. 65). I believe it to be the most enlightening and fact-packed of any I have read in my 26 years with the magazine. His grasp of our fundamental beliefs and policies and the astounding number of facts he got into his story are both quite overwhelming. There has been so much favorable comment about the piece I believe SALES MANAGEMENT must be read by all the people who count. I hope you will give Mike my congratulations for a brilliant job.

A. J. Russell, Jr.

Advertising Director
New York, N. Y.

... AND A MIXED ONE FOR THEM

As one of those strange, devoted readers of *The New Yorker* and purchaser of *New Yorker* advertised wares, I was delighted by your story on that magazine in the March 1 issue.

One question: How did you get them to let you use their name in the story? It seems logical that they would insist you refer to them as "Magazine Y".

Bill Johnston

Account Executive,
The Public Relations Board
Chicago, Ill.

SALES MANAGEMENT

OPEN YOUR BUSINESS DOOR TO OUT-OF-TOWN CUSTOMERS

Use the **CALL-COLLECT PLAN** to
bring in orders by Long Distance

Every order you get by telephone saves time and money, increases your profits.

You can bring in more telephone orders by using the *Long Distance Call-Collect Plan*.

You simply invite your out-of-town customers to place their orders by Long Distance—Collect. Your salesmen can let them know, you can write them a letter, or you can use stickers specially designed for this purpose.

The Call-Collect Plan puts you within easy reach at ordering time. Helps you give customers fast, personal service. Brings you new business between salesmen's visits. Opens new markets.

It's easy to set up. The results are big and the cost is small.

You can prove that the Call-Collect Plan pays in your business by trying it—and keeping a record of orders received. A telephone company representative will gladly help you work out the details. Why not call your Bell telephone business office today?



LONG DISTANCE RATES ARE LOW

Here are some examples:

New York to Philadelphia.....	50¢
Cleveland to Pittsburgh.....	60¢
Des Moines to Minneapolis.....	85¢
Dallas to Chicago.....	\$1.50
Los Angeles to Boston.....	\$2.50

These are the *daytime* Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number. It's Twice as Fast.

BELL TELEPHONE SYSTEM



Let's get the picture straight about magazines



**You get more impact in magazine advertising
with the *HOME-EDITED* MAGAZINE
of the Sunday newspaper**

For the magazine advertiser who wants to buy as many eyes on the page as possible for the dollars spent, it's hard to beat the combination of rotogravure plus timely local features.

That's the secret, if you can call it that, of the success of the Home-Edited magazines distributed with Sunday newspapers.

Reading the Sunday paper completely and leisurely has long been a national Sunday habit. In ten short years, Sunday newspaper circulations have surged from 33 million to a staggering 50 million. It is the most powerful selling force in advertising today. And in the past year, the Sunday newspapers with Home-Edited magazines continued to grow even faster than all others.

Readers love Home-Edited magazines because they're lively and local. Advertisers love 'em because they're read and because they sell and sell and sell.

PACT!

in Detroit

**Your real pile-driver is the
HOME-EDITED MAGAZINE
of the DETROIT NEWS**



The Detroit News Pictorial is read, saved and reread by more people in the Detroit area than any other section of any Detroit newspaper. This extremely high readership has been consistently shown by survey after survey.

It is Detroit's truly home-edited magazine for readers of Detroit's great home newspaper, The Detroit News. Each issue points up the local interest pictorially and graphically in a sparkling manner that assures top interest attaining a better than 95 per cent readership rating.

Through this home-edited Detroit published magazine, delivered with Michigan's largest circulating Sunday newspaper, you achieve dual sales impact through the local appeal of newspapers plus quality reproduction afforded only by rotogravure.

THESE ARE 28 OF THE NEWSPAPERS PUBLISHING THEIR OWN HOME-EDITED MAGAZINES

Akron Beacon Journal
Atlanta Journal and Constitution
Baltimore Sun
Boston Globe
Buffalo Courier-Express
Chicago Daily News
Cincinnati Enquirer

Cleveland Plain Dealer
Columbia State
Columbus Dispatch
Denver Post
Detroit News
Houston Chronicle
Indianapolis Star

Louisville Courier-Journal
Milwaukee Journal
Newark News
New Orleans Times-Picayune
Pittsburgh Press
Portland Oregonian
Seattle Times

St. Louis Globe-Democrat
St. Louis Post-Dispatch
St. Paul Pioneer Press
Syracuse Post-Standard
Toledo Blade
Washington Star
Youngstown Vindicator

HANDSOMELY PRODUCED IN ROTOGRAVURE FOR THE VARIOUS NEWSPAPERS BY THE FOLLOWING:

Art Gravure Corporation of Ohio, Cleveland . . . Art Gravure Corporation, New York City . . . Denver Post . . . Detroit Gravure Corporation . . . Neo Gravure Co. of Chicago . . . Standard Gravure Corporation, Louisville . . . St. Louis Post-Dispatch.

FORT WORTH AND WEST TEXAS

A RICH AND PRODUCTIVE MARKET OF 100 TEXAS COUNTIES

WITH A POPULATION OF OVER 2 MILLION
458,300 IN THE METROPOLITAN AREA

FACTS ABOUT FORT WORTH TRADING AREA

	METROPOLITAN AREA		TRADING AREA*
	Per Family	Total	
Effective Buying Income	\$5,591	\$791,119,000	\$2,414,611,000
Retail Sales	\$4,141	\$585,990,000	\$1,691,338,000
Automotive Sales	\$ 802	\$113,490,000	\$ 456,397,000
Drug Sales	\$ 124	\$ 17,604,000	\$ 54,252,000
Food Sales	\$ 760	\$107,514,000	\$ 361,575,000
Furn.-Household-Radio Sales	\$ 174	\$ 24,651,000	\$ 76,231,000
General Merchandise Sales	\$ 972	\$137,607,000	\$ 138,316,000

* Does not include Metropolitan Area.
SOURCE: Sales Management Survey of Buying Power.

The Fort Worth Star-Telegram Can Sell Both the Metropolitan Area and Trading Area

Over 90 percent of all Fort Worth families read the Daily Star-Telegram.
Over 77 percent read the Sunday Star-Telegram.

Only the Star-Telegram Covers Metropolitan Fort Worth

In the 100 county Trading Area average Daily Family Coverage is 41.2 percent. Average Sunday Family Coverage is 36.8 percent.

TEXAS' LARGEST NEWSPAPER SERVES THIS AREA
Daily (M&E)—246,354 Sunday—225,325

ABC Publisher's Statement, September 30, 1954

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

Without Use of Contests, Schemes or Premiums — "Just a Good Newspaper"

LETTERS

TRADE GROUPS AND THE FTC

Re Jerry Shoenfeld's article, "Your Trade Association Secretary May Be Keeping You Out of Jail" (SM, Mar. 15, p. 138), our experience with the Federal Trade Commission and other government agencies has been very satisfactory.

The GMA, because of its very make-up, operates differently from the usual product associations. We constantly avoid getting into any discussions relating to cost, prices, etc., and hence we have no trouble in that field.

Through the six GMA merchandising committees of over 200 men, we are able to freely and frankly discuss marketing and distribution problems. In many instances these discussions have established constructive marketing and distribution practices. We have many other committee operations, all of which provide a good source of information and guidance for us.

Paul S. Willis

President
Grocery Manufacturers of America, Inc.
New York, N. Y.

COMMENTARY ON THE CLICHE

The New York Times

The article about cliches in SALES MANAGEMENT manuscripts (SM, Mar. 15, p. 62) is quite delightful. I am sure it will result in clearer, more direct, more enlightening writing. The battle against the cliché, I find, is one that must be waged constantly.

Theodore M. Bernstein

Assistant Managing Editor

The Schuyler Hopper Co.

That piece of yours was very amusing. I've noted a few oft-encountered favorites of my own:

Competitors are: "our worthy contemporaries." "What is an advertising campaign? "Hard-hitting." What always happens? "Results beyond expectations."

Schuyler Hopper

President
New York, N. Y.

MISTAKEN IDENTIFICATION

There were some incorrect references in the article, "Demonstrative Showmanship on TV" (SM, Jan. 15, p. 41). The article referred to the "WRCA-TV Network" when mentioning network advertising. Actually the "NBC-TV Network" would have been correct. WRCA-TV is the New York station.

Daniel H. Dolgins

Grey Advertising Agency, Inc.
New York, N. Y.

►We certainly should have known better than to mix up a single station with the NBC-TV Network.

SALES MANAGEMENT



Alvin I. Handmacher, President of Handmacher-Vogel, Inc., says

He knows how to suit the women!

"When a woman sees a style she wants, she wants it *fast*," says Mr. Handmacher. "In fact, she wants it *first*!"

"And we see that she gets it — in *her* size and color. How do we do it? By Air Express!"

"We push our production schedules to meet insistent buyers' re-orders. Then we rely on Air Express to deliver door to door in record time.

"Without Air Express, we'd never suit women as well as we do!"

"Air Express pays off in two ways. It wins us customer good will and saves us money! For instance, it costs \$4.10 for a ten-pound shipment from New York to Louisville—\$1.64 less than by the next lowest-priced air service."

It pays to express yourself clearly. Say Air Express!



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS ... division of RAILWAY EXPRESS AGENCY

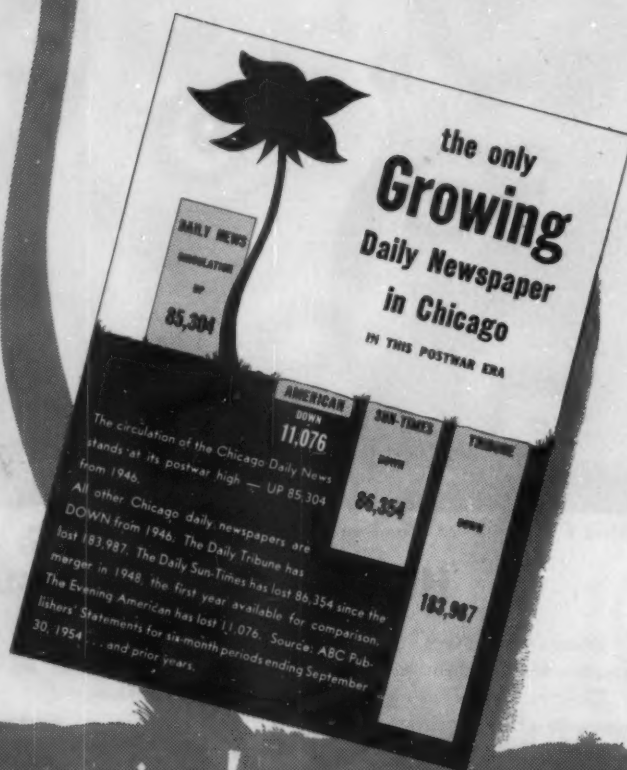
HIGHEST FEBRUARY IN ALL DAILY NEWS HISTORY

DAILY

Average circulation of the Chicago Daily News for February, 1955, was 593,936, 17,200 higher than for February, 1954, and the highest February daily average in this newspaper's history.

SATURDAY

Average circulation of the Chicago Daily News for February, 1955, was 613,364, 28,964 higher than for February, 1954, and the highest Saturday average in this newspaper's history.



... and still growing!
CHICAGO DAILY NEWS

•CHICAGO

•NEW YORK

•MIAMI

•DETROIT

•SAN FRANCISCO

•LOS ANGELES

PACKAGING TAKES *Teamwork* . .

it isn't bought by one man

There is no set pattern as to the number of persons, or titles that influence packaging decisions . . .



Packaging Parade

REACHES THEM ALL

Effective selling calls for reaching all those who influence packaging decisions. That is why PACKAGING PARADE is essential. It reaches all the key people in all major buying concerns. Here's how:

1.

SELECTED COVERAGE: Packaging Parade's 18,500 circulation is confined entirely to large and medium buyers that account for over 75% of the industry's total sales.

2.

CONCENTRATED COVERAGE: Packaging Parade concentrates its coverage on the domestic market where selling is more convenient and economical.

3.

FULL-ACCOUNT COVERAGE: Packaging Parade is read by all key people in major buying concerns who are likely to make, or influence, buying decisions.

PACKAGING PARADE's complete, full-account coverage of important domestic buyers provides effective sales coverage for advertisers who have increased their use of PACKAGING PARADE by more than 54% within the last five years—convincing evidence that PACKAGING PARADE can be an important part of your sales effort. Let us show you how.



PACKAGING PARADE's coverage of key packaging people at Swift & Co., Chicago, is typical of its full-account coverage of major packaging users. These people at Swift & Co. receive and read PACKAGING PARADE.

CONCENTRATED ON DOMESTIC BUYERS

a Haywood PUBLICATION
PACKAGING PARADE

22 EAST HURON STREET • CHICAGO 11, ILLINOIS





Top farmers keep more than 6,000 planes busy applying modern insecticides, fungicides and herbicides.

When you blitz bugs by the billions... *that's better farming!*

With today's seeds, fertilizers and better farming methods, a good farmer can get super yields from any crop. But his profit can be eaten up overnight by the bugs that lurk in every acre.

There are 10,000 kinds of insects attacking farm crops, causing a four-billion-dollar loss every year. So insecticides are an essential tool of better farming.

Farmers will see how to cope with this year's bugs in *Better Farming* for April. "Best Way To Kill Every Bug" gives five pages of up-to-the-minute controls. Color pictures show each major pest and

what it attacks, with directions for using the most effective chemicals.

This insecticide guide is one more way *Better Farming* helps top farmers stay abreast of the best—and spurs average farmers to production goals that pay off in better farm living.

This is the idea *Better Farming* is promoting so successfully throughout Rural America. Products—essential to the realization of these goals—are enjoying bumper crops of sales from advertising in the magazine that is leading this new era—*Better Farming*!

Now Country Gentleman's name and aim are the same —

A Curtis publication



SALES MANAGEMENT

more of your salesmen can sell under today's pressure!

Here's a sure, tested way to give more of your salesmen those "X" factors that will enable them to produce even better under pressure!

This new approach to sales development is different from anything you have ever seen. For the first time in history a triple A-1 independent research organization with a 5 million dollar research budget has explored the vital "X" factors of selling that enable some salesmen to get so much more business than others.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

salesmen like the plan and USE it

This is much more than a sales training program. It *develops* the salesman—develops the "whole man"—gives him self-confidence, engenders high enthusiasm and the ability to think creatively.

It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Obviously we can't make a star salesman out of every man you have. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

special program for smaller companies

Recognizing the difference in the problems of smaller companies with, say, one to eight salesmen, the *Institute* has developed a special program designed to work with very little supervisory direction and priced within the reach of the smallest concern.

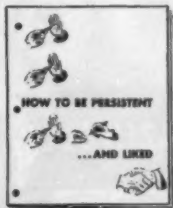
it's easy to find out how well this will work for you

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

a few of the 2000 companies now profiting by sales membership in *Research Institute*

Alexander Smith, Inc.
Archer Daniels Midland Co.
Armstrong Furnace Company
Central Motor Lines
Coca Cola Bottling, Los Angeles
Crown Zellerbach Corp.
A. B. Dick Co.
Friden Calculating Machine Co., Inc.
General Bronze Corp.
General Mills, Inc.
Chas. R. Hadley Co.
Hotpoint, Inc.
Maxwell House Div.—
General Foods Corp.
San Francisco Examiner
A. O. Smith Corp.
Western Air Lines, Inc.



"How to be persistent... and liked"

Free booklet that deals with the reasons a salesman fears to risk personal popularity by being persistent; shows him how to be properly persistent in ways that engender the prospect's respect; in ways that produce the high sales volume that he can't get unless he is persistent. A copy is yours for the asking.



Research Institute of America

SELLING AND MERCHANDISING DIVISION

589 Fifth Avenue, New York 17, New York Plaza 5-8900

Research Institute of America SELLING AND MERCHANDISING DIVISION

Department 15

589 Fifth Ave., N. Y. 17, N. Y. • Plaza 5-8900

☐ Please send me the free sample sales aid, "How to be persistent... and liked."

☐ I'd like to hear more about how other companies use your new sales development plan to improve sales performance.

☐ I'm especially interested in the special program for smaller companies.

Name

Title

Company

Street Address

City Zone State

MR. GEORGE FISCHER
PRESIDENT AND ADVERTISING MANAGER
FISCHER BAKING COMPANY



"HERE'S HOW I SELL BREAD IN NEWARK..."



"FISCHER'S BUTTERCUP BREAD is tops on thousands of shopping lists, thanks to regular color ads like this in the Newark Sunday News Magazine," says Mr. Fischer. Hear how many others, too, are profiting through current campaigns in one or all of the Locally-Edited Gravure Magazines.

...through ADS like this
in the **LOCALLY-EDITED
NEWARK SUNDAY NEWS MAGAZINE"**

Wherever you find a Locally-Edited Gravure Magazine, you're sure to find leading retail merchants *cashing in* on its selling impact. And, you'll find many national and regional advertisers doing the same. Says Mr. George Fischer, President of Fischer Baking Company: "As one of America's largest independent baking firms, with roots deep in New Jersey, we find the Locally-Edited Newark Sunday News Magazine our top-producing advertising medium. Its 'local touch' stories and pictures feature our friends and neighbors . . . yes, even our own customers. Local editing like this, plus rich magazine appeal, pays off handsomely in sales!"

Are you covering prosperous Newark with your magazine schedule? The leading national magazine reaches only 17% of Newark families. But the Locally-Edited Newark News Magazine is read regularly in 6 out of 10 Newark homes!

- Locally-Edited for highest readership
- Newspaper circulation impact
- Gravure magazine reproduction
- Maximum savings on positives
- Complete flexibility



LOCALLY-EDITED GRAVURE MAGAZINES

For more information about these 12 weekly newspaper gravure magazines, contact one of the following representatives: The Branham Company, Cresmer & Woodward, Inc., Jans & Kelley, Inc., Kelly-Smith Co., Maloney, Regan & Schmitt, Inc., O'Mara & Ormsbee, Inc., Sclero, Mosker & Scott, Inc., Story, Brooks & Finlay, Inc.

AKRON BEACON JOURNAL • ATLANTA JOURNAL AND CONSTITUTION • COLUMBIA STATE
COLUMBUS DISPATCH • DENVER POST • HOUSTON CHRONICLE
INDIANAPOLIS STAR • LOUISVILLE COURIER-JOURNAL • NEWARK NEWS
NEW ORLEANS TIMES PICAYUNE STATES • ST. LOUIS GLOBE-DEMOCRAT • TOLEDO BLADE
TOTAL CIRCULATION OVER 3,189,000 COPIES WEEKLY



**THIS SEAL SAYS "QUALITY" BECAUSE
IT SAYS REYNOLDS WRAP**

More and more your best selling items tend to carry the Reynolds Wrap Aluminum Packaging Seal. It carries the name by which women know aluminum best, REYNOLDS WRAP, and sums up your story of "Quality Protection." So why not step up its proven sales power. Point it out to your customers!

Better Homes
and Gardens

Family Circle

McCall's

Readers
Digest

THE JOURNAL



Newark's First Consumer Analysis!

... first time in the Middle Atlantic area ... by the accepted Consolidated Consumer Analysis method ... for one of the top food markets ... by one of the great food newspapers. Reserve your copy now.

NEWARK NEWS

Evening and Sunday
Newark 1, New Jersey
O'Mara & Ormsbee



THE HUMAN SIDE



DON'T WASTE A DROP . . . When the driver of this car tanks up he has more eye witnesses to the transaction than a Broadway accident. He's in the Mobil Economy Run!

See How They Run for the Mobil Cup!

It was back in 1936 that the nation's top-ranked automobile event—The Mobilgas Economy Run—was first run. In those dim, unenlightened days (10 miles per gal. was "not bad") the run was sponsored by the old Gilmore Oil Co. and it was dually known as the Gilmore Yosemite Economy Run and the Gilmore Yosemite Mileage Run. The AAA stood by as a godfather and the thing was small potatoes compared to the Big Business aspect of recent runs. For one thing, Gilmore was merged with General Petroleum Corp. back in '45. For another, in 1949, following a survey of the automotive industry by the contest board of the AAA, the green light was given for Mobil to start running the event after wartime and postwar cessation.

Those old runs, sponsored by Gilmore, may not have been the widely touted things that today's Economy Runs are (the day after the run this year Nash and Studebaker were frantically advertising on a national basis their respective victories). But some old-timers think they were even more colorful. For three years hand-running, 1936, '37 and '38, a Graham Supercharged Six—now a collector's item—won the cup. The route in those parlous times was not so long, but neither were the roads so good.

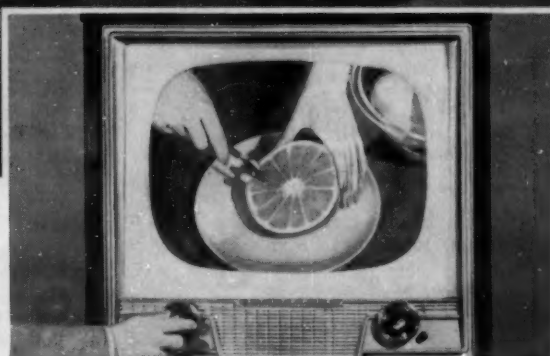
The Economy Run has grown into one of the biggest promotional events in current advertising. It has now reached such proportions that every leading automobile manufacturer enters his cars, and drivers are as carefully chosen as a presidential physician.

This year, for the first time, all competing cars in the tough 1,323-mile trip were equipped with automatic transmissions. Heretofore most entrants were standard transmission jobs with overdrive equipment, a combination which, traditionally, delivers the best gas mileage. But the bulk of cars produced today are factory outfitted with automatic transmissions and Mobil thinks standard shifts may almost disappear from passengers cars—an event which will bring loud



To date this one TV commercial has brought 219,914 orders, with 35¢ each, for this grapefruit knife offered by the Florida Citrus Commission...

This action in the Workshop is seen simultaneously and judged on sets in our office, to which it is piped by closed circuit



In J. Walter Thompson Company's own TV workshop testing *the most effective way* to demonstrate grapefruit section knife

The year-old Thompson TV Workshop is a fully equipped studio with a Dage TV camera, motion picture cameras and projectors, and sets lighted by batteries of Kleigs.

A closed-circuit cable links the Workshop's Master Control panel directly with the Thompson office.

When casting a commercial, models and actors can be judged as they would appear in an *actual television broadcast*. The whole group of Thompson people concerned can help in the final selections. This

group sees what the commercial will look like to television audiences *before* incurring the costs of final production.

They can make sure your product *looks right* on television.

The Workshop thus provides a "proving ground" where the creative minds and the technical minds work out problems together.

This saves time and money since each step is checked by the group as work progresses. Flaws are picked out and promptly eliminated. Even the best ideas *are given an additional lift*. The end result is *more*

effective commercials, made to a higher standard of quality.

. . .

If you would like to know more about the Television Workshop—or to see it in action—write to the J. Walter Thompson Company, S-4, 420 Lexington Avenue, New York 17, New York.

Other offices in: Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Nairobi, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

GRAPHIC VISUAL CONTROL



THE BOARDMASTER SYSTEM

- ☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ☆ Facts at a glance — Saves time, Saves Money, Prevents Errors
- ☆ Simple to operate — Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Sales, Scheduling, Contests, Production, Traffic, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 50,000 in Use

Complete price **\$4950** including cards

FREE

24-Page BOOKLET NO. S-300
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street, New York 36, N.Y.



YOU FACE THE AUDIENCE WHILE
THEY FACE THE FACTS

for Sales and Other Employee
Meetings, Conventions, Schools,
Colleges, Hospitals

Complete Art & Photographic
Service for Production of
VISUALCAST Transparencies

Phone or Write to
Eastern Sales and Rental Representatives

VISUAL METHODS INC.

6 EAST 39 STREET NEW YORK 16, N. Y.
Murray Hill 6-4443

Production Division of H. D. ROSE & CO., Inc.

scoffs from sports car enthusiasts who scathingly refer to most American-produced cars as "Detroit iron."

Each car must be absolutely stock; no fenders removed. The route is officially announced by the Automobile Club of Southern California after all cars have been impounded. This rules out those sneaky Petes who would spend every available minute touring the route. Only one car of each make is eligible. Observers representing the AAA contest board in each car are people who have no financial interest in the automobiles.

All contestants are given identical time limits for reaching certain destinations but no driver is allowed to exceed speed limits. All traffic laws must be obeyed. (Drivers have been known to turn suddenly gray when a farmer in an old jalopy sets his course down the highway, dead center of the road at 10 miles per hour. Or when the movie lets out in some little one-horse, multi-car town: Veteran Mobil Economy Run drivers will swear that each local driver, at such times, was put there to drive him mad.)

The Economy Run drivers are as full of whims, ideas, superstitions as a bunch of Haitians on carnival day. Some of them insist on driving barefoot and lightly sandpapering the bottom of their right feet (for a light touch on the accelerator). They think nothing of driving through the desert, sweat running in rivers down their faces, with all the windows tightly closed (to cut down wind resistance which, in turn, cuts down gas mileage). But many of their tricks you can use, too.

You'll never find a Mobil run driver braking when it isn't necessary, nor will you find one racing away from a light. They spot the traffic lights, try to gauge them so that it won't be necessary to come to a full stop. They get into high gear quickly—that is, they don't run any farther than necessary in the lower gears.

Cars, on the run, are jacked to absolute level for fueling, to prevent gas wastage as a minor consideration but mostly to be sure that no car is improperly credited with too much or too little gas. Then a dozen or more seals are placed on each car at the start and the car is inspected at the close of the run.

There are some definite taboos for the contest: no coasting, for one thing; no running too fast or too slow.

But the one which gave us the biggest boot was this: no excessive running of windshield wipers. Seems that some drivers discovered that by doing this they could "lean" down the gas mixture!



DON'T GET A HORSE . . . get Mobil, could be the caption if Socony had its way. The horse, the Model T and the cowgirl are just side-lights to the big Mobil event of the year.



PREDICTION...

the **VISCOUNT**
will change your
travel habits!

You've never experienced flight so swift, yet so pleasantly free from disturbing noise and vibration. Traveling in the Viscount you'll also enjoy large panoramic picture windows, unique individual tables and wide comfortable seats. The quiet elegance of the Viscount is a luxury once known, never forgotten!

The Viscount will be serving
Capital class soon.
Be among the first to enjoy
this new concept in flight.



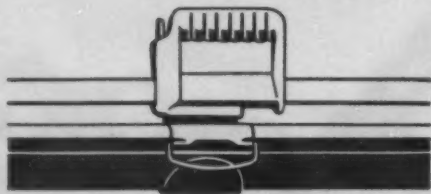
Powered by  ROLLS-ROYCE

Capital
AIRLINES

The Screen you asked for... the new **RADIANT** Screenmaster

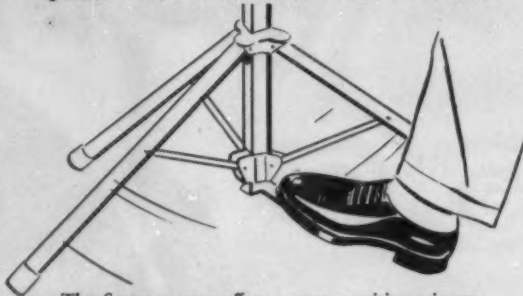
Here is the Projection Screen that incorporates *all* the features requested by leading business, sales and industrial users of motion pictures and slides. The Screenmaster offers a brilliant reflective surface, amazing ease of setting-up and dismantling, rugged trouble-free construction, plus colorful streamlined design that enhances every showing.

New "FRICTION CLUTCH" CARRYING HANDLE



New grip fit handle for easier carrying . . . incorporates friction clutch with gliding action for instant adjustment of screen to any height. Illustration also shows, just below the handle the Screen Leveller for horizontal levelling of screen when floor is uneven.

New "ATOM-ACTION" LEG OPENING

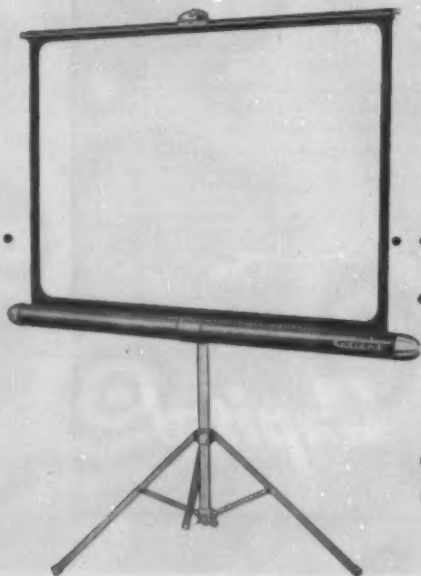


The Screenmaster offers a new sensitive trigger-type leg opening device. One touch of your toe—and POW!—all three legs spring into proper position. No stooping, no lifting, no sticking.

The World's Most Complete Line of Projection Screens

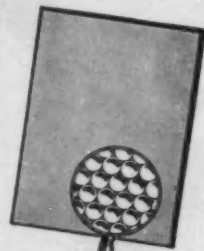
There is a Radiant screen for every need—Portable tripod models, Wall Screens, Ceiling Screens, Table Models, Lace and Grommet Screens—and the new wide screens in sizes from

30 inches to 30 feet! . . .



IMPROVED "Vyna-Flect" SCREEN FABRIC

The Screenmaster utilizes the newest development in beaded screen fabric. It's washable and mildew-proof—and gives you brilliant, contrasty pictures.



... Plus MANY OTHER FEATURES

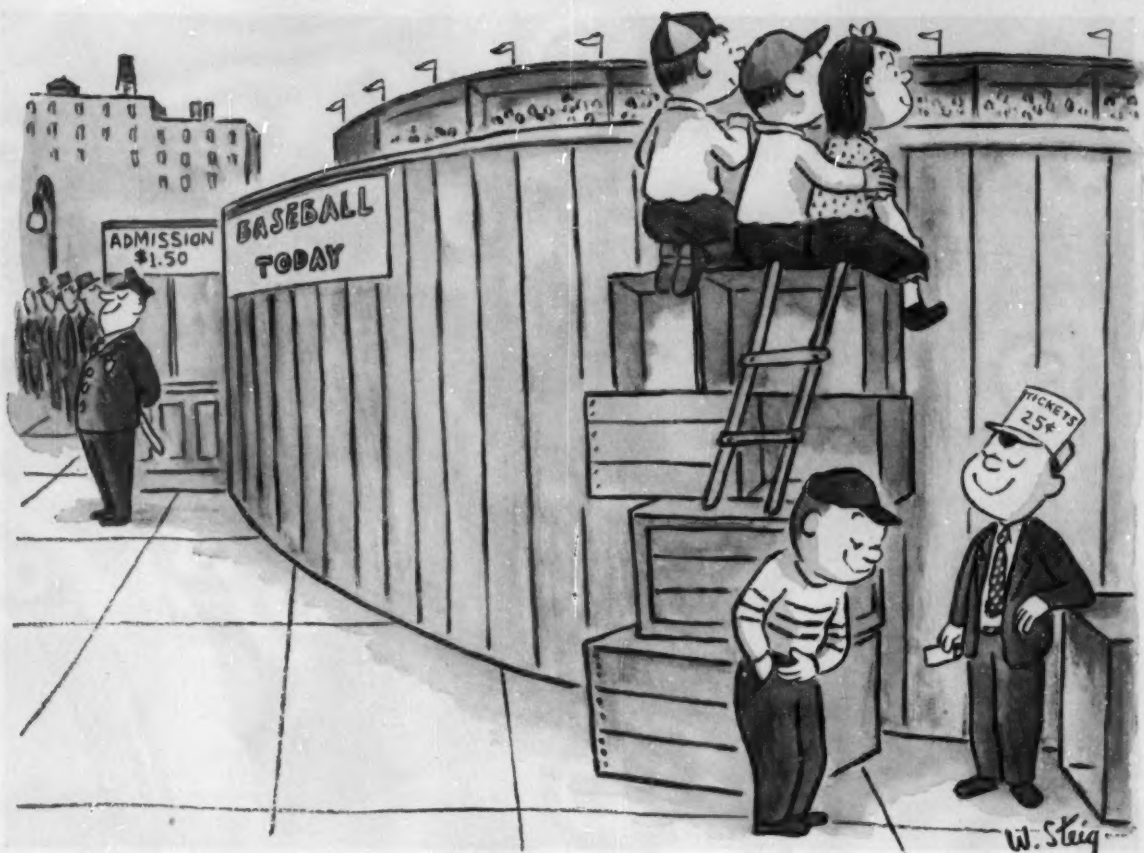
Including added ruggedness, new leg lift-up tab, stronger cases, new finish and colors. Write for illustrated catalog and complete prices.

RADIANT

RADIANT MANUFACTURING CORP.

1209 SOUTH TALMAN AVENUE • CHICAGO 8, ILLINOIS

SALES MANAGEMENT



AUDIENCE STRETCHER DOLLAR SAVER SALES MAKER

• You can count on real interest among major advertisers when a magazine with one million six hundred thousand subscribers demonstrates an ability to deliver *new families* like you might expect from a magazine of two and one half million—and does it at about half the cost.

Incredible? Not when you see how Town Journal does it and for whom it is doing it!

Town Journal represents a new concept in magazine publishing. Sired by Farm Journal, America's largest and most successful farm magazine, Town Journal is the only national magazine edited for and directed to both men *and* women living in small towns and rural communities.

Town Journal reaches out to that part of the big up-and-coming countryside market where other media are weakest. Competing with neither farm nor urban media, Town Journal complements them all—adds wonderful *new families* like an ordinary magazine of nearly twice its size—does it at about half the cost.

Get the facts. See what Town Journal can do for you.

TOWN JOURNAL

THE MAGAZINE TOWN FAMILIES DEPEND ON

Published by Farm Journal, Inc., Philadelphia 5, Pa.

Graham Patterson, Publisher

Richard J. Babcock, President

Diversified, growing, the list of Town Journal advertisers reads like a Who's Who in Advertising. Nine of the top ten national advertisers use Town Journal—more than 348* in all.

*1964-66



What makes a newspaper great?

It's a present from the boys...for making the TOWN TOPPERS COLUMN!



Up in northeast Minneapolis there's a warehouse worker with an unusual hobby—using his spare time and his car to provide free transportation for entertainers performing at mental hospitals.

In another part of town lives a photo studio owner who devotes himself to therapeutic work with deaf and handicapped children. Then there's the insurance executive who organizes sports activities for underprivileged boys... the pharmaceutical company president who spends Christmas season playing

Santa Claus for hospitalized youngsters... the housewife whose prayer service is being used in 86 languages.

For daily reports on such unusual citizen participation in community welfare, readers of the Minneapolis Star turn regularly to the Town Toppers column—a three-year-old feature which rates top readership honors in the Upper Midwest. In it, bank presidents and homemakers, teachers, labor leaders, clerks and sports figures have their good deeds exposed to the world, their careers briskly thumbnailed in colorful copy, their accomplishments as worthy Minneapolitans publicly recognized and credited.

Picking candidates for the column is a difficult chore for Minneapolis Star editors who are deluged every week with reader nominations of friends, neighbors, even casual acquaintances whose qualifications are glowingly described. Public acclaim often overwhelms the Toppers themselves. One subject got 122 phone calls and letters after his biography and picture appeared. Another had a long lost friend from California turn up at his door, Topper column

in hand. The whole town gets into the act. A giant bank sends Toppers its congratulations. So does a United States Senator. Churches and civic organizations of all kinds honor their Town Topper members at banquets and testimonial dinners.

In a region long noted for its big-heartedness and generous spirit, Town Toppers is a unique adventure in public tribute to citizens of unusual good will. Such highlighting of the stories of warm and friendly people is one of the special appeals of the Minneapolis Star and Tribune... and one more reason why these two good newspapers have earned the respect, admiration and enthusiastic approval of the largest newspaper audience in the Upper Midwest.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY-485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

Today's Dreams Must Be Larger

Prediction: "A company that intends to maintain its competitive position in its own industry will have to be able, 10 years from now, to produce two-fifths more than it does today without much, if any, increase in its hours' work. Twenty years hence it will have to be able to turn out twice as much with only one-tenth more hours of work."

Peter F. Drucker calmly makes this prediction in his provocative article in *Harper's* on "America's Next Twenty Years."

"Today every American at work supports himself (or herself) and one and a half other people besides," declares Drucker. "Twenty years from now, every American at work should produce enough to support, at today's standard of living, himself and three and a half other people. And he will have to do this in fewer working hours."

Production means nothing if it is not sold and consumed. So Drucker, while speaking in terms of production, actually is outlining the scope of the distribution opportunity which will face people in marketing 10 and 20 years hence.

"The major events that determine the future have already happened—irrevocably," Drucker points out. The boys and girls who were born in 1954—an all-time record of 4,060,000—are the people who will be marriageable in the next 18 to 20 years. The die was cast in 1954 which will determine the number of families formed at the end of the next 20 years. The size of the market has been set. But it will be up to marketing people to learn where people live and which families have what incomes.

The men and women in marketing who will be servicing this tremendously increased market 20 years hence have time to prepare to meet this challenge. Will their dreams be large enough?

We're Outsold Too Often!

This may be your situation: The head of product development asks for and receives the funds to develop a new product. The head of manufacturing asks for and receives funds to purchase new equipment and to rearrange production facilities. But do you ask for—and receive—funds to discover the marketability of the product?

If this is your situation, it might be a good idea to ask, as Alfred W. Swinyard, director, Business Research Center, College of Business Administration, Syracuse University, did recently, "Do any of you have an engineer so good that he can design a new product, set up a production line from the original plans and start full-scale production without even testing working methods?"

Would you expect your marketing staff, working with people not on your pay roll, with a market which had not been identified, to develop a plan for the distribution, promotion and sale of a product, perhaps even to suggest a price, without adequate experimentation?

When research and production get their funds, and sales doesn't, isn't it a clear case of sales being outsold?

It's 2 to 1..

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountains
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

**THEY ALL HAVE
ONE THING IN COMMON—**

FAST SERVICE

To effectively reach this
specialized market specify
FOUNTAIN & FAST FOOD
for an advertising schedule

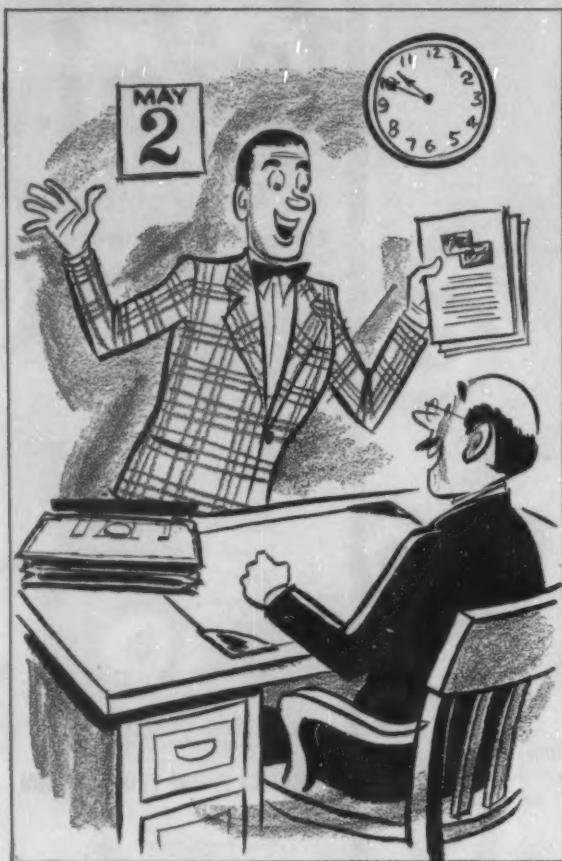
FOUNTAIN & FAST FOOD

*the magazine serving reserader
and fountain restieureants*

**386 FOURTH AVE.
NEW YORK 16, N. Y.**



Does Your Advertising talk to the P A



After Your Salesman's Call is Over?

In a buyer's market you know how important it is to sell the Purchasing Agent. But your salesman's time is limited — and so is the PA's. Only through advertising can you reach the PA regularly throughout the year, to make sure that the PA is reminded of *your* products and *your* company when your salesman can't be there.

That's why so many leading industrial advertisers have made *PURCHASING* Magazine a basic medium on

their advertising schedules. Read regularly by the men responsible for 85% of industry's buying, *PURCHASING* gives you the largest available coverage of industrial purchasing executives. Edited by nationally recognized authorities on the purchasing function, *PURCHASING* is the magazine PAs rank *first* in usefulness among all industrial publications.* So give your salesman the advertising support they need with a campaign in *PURCHASING* — the unchallenged leader in its field since 1915.

* Data source on request.

If you sell an industrial product...

put PURCHASING power behind it!

PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!

NBP

IPA



A CONOVER - MAST PUBLICATION

Long Marriages—Quick Divorces

If you are an "average" sales executive and you have done your job for five years, you may soon find that you have "resigned"—meaning fired! If you have lasted on your job seven years, you are a genius. We have this on the authority of Philip J. Kelly, vice-president and managing director, Chivas Brothers Import Corp. (Chivas Regal Scotch), who is head of the employment committee of the Sales Executives Club of New York, Inc.

Kelly is author of the pamphlet "What To Do When You Get Fired."

Says Kelly, "Management is looking at people and budgets very carefully—and—if they do not measure up to the immediate situation—or—if they do not measure up to somebody's personal opinion about the situation—then—they seem to be discharged without much consideration."

If the "average" sales executive can last on a job only five years, then the sales executive should be accustomed to "resigning." But to most executives the moment of resigning signals the end of the world. Phil Kelly, who can match experiences with any executive points out that it takes more than a little doing to convince a fired sales executive that the "situation is a normal one, and, if he organizes his forces properly, [he] will get a job and go on living a normal life."

Where can a large company executive, who has passed age 45, turn for a good job? Phil Kelly has some sound advice: Try the secondary companies in the field. Kelly points out that a fired executive is far more valuable to a No. 2 company than to the leader in the field.

If you get fired, don't worry about it. If you have been a big shot in a big company and get fired, don't be surprised if you are more confused than a little shot about how to get another job. Says Kelly, "It is a normal situation to have a top-flight executive come into the office and secretly confess that he has been fired."

33% More Value from Your Ad Dollars

You can get that extra 33% value, according to E. R. Richer, vice-president, Grey Advertising Agency, if you do a 100% job of merchandising your advertising.

But an astounding number of advertisers fail to merchandise their advertising. Proof?

"The major publishing houses tell me," says Richer, "that on an average 15% to 20% of all their advertising comes in on extension. . . . Actually, *The Saturday Evening Post* reports that 40% of its color advertising comes in on extension—and even 20% of its black-and-white is on extension . . . in the case of *Life* . . . the figure has run as high as 30% . . . the same 15%-20% figure applies in the case of *Look* . . . *Collier's* reports . . . between 7%-10%."

If an advertiser is late in getting approved copy to media, can he be doing a far-sighted, and thorough job of merchandising his advertising to his sales force, to distributors, and to dealers? Is copy produced under pressure, aside from straight news copy, as effective as copy planned with full and well organized merchandising in mind?

Shouldn't good advertising generate a lot of excitement in a lot of people?

Shouldn't good advertising generate a lot of action among a lot of people?

Shouldn't good advertising be fully merchandised?

cash

credit

collections

Solve all 3 problems with the Douglas-Guardian Plan

Sales, credit and collection managers are enthusiastic about the Douglas-Guardian Plan because it means fewer credit risks, a minimum of collection problems, more cash on hand.

Here's how the Douglas-Guardian Plan can work for manufacturers:

Douglas-Guardian Field Warehouse Receipts are issued to you on all merchandise shipped to distributors' locations. Thus your distributor enjoys the advantages of ample inventory on favorable terms, resulting in increased sales...with added protection and profits for your company.

DOUGLAS-GUARDIAN

WAREHOUSE CORPORATION

118 N. Front Street, New Orleans, La.

Please have your nearest representative phone me for an appointment.

Your Name _____

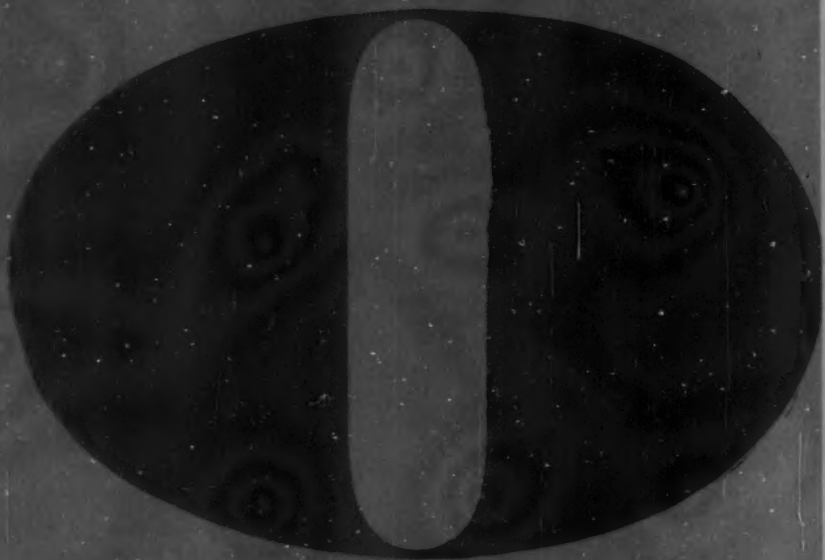
Name of Company _____

Address of Company _____

Phone Number _____

SM-4-1-55

for the world of



coverage that's industry-

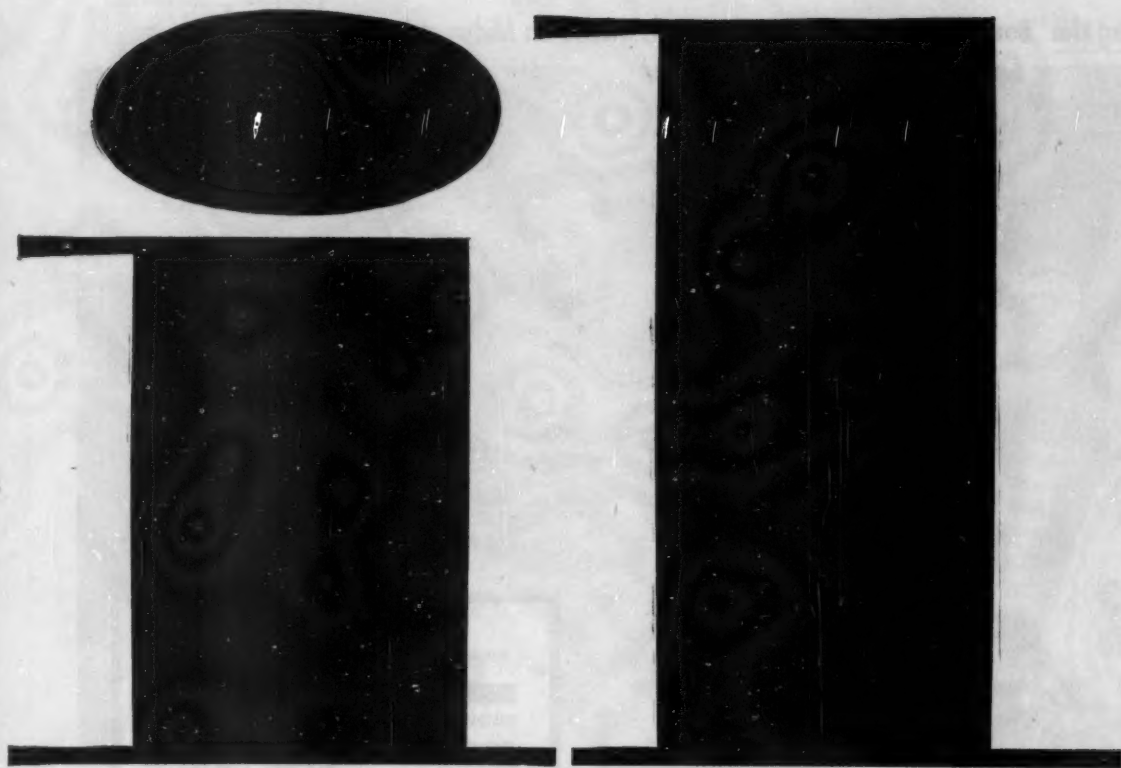
Everything important in oil will be the unique province of Petroleum Week. This new communication service will keep men who matter posted on every phase of the oil industry—by giving the big picture fast, by filling in essential details too . . . through the important new technique of writing for variable-speed reading.

PETROLEUM WEEK

JULY 8, 1955

A MCGRAW-HILL PUBLICATION

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wide...industry-deep

**CROSS-COMMUNICATIONS • VARIABLE-SPEED READING
INDUSTRY-WIDE COVERAGE • FOR MEN WHO MATTER**

Petroleum Week's coverage, alone of all the oil magazines, extends industry-wide—to all segments of production, refining, transportation and marketing. No other petroleum magazine is now doing this over-all cross-communication job in an industry which so vitally needs it. Oil men themselves have stated and defined this need.

Petroleum Week's coverage is industry-deep as well—making technical developments clear to all oil men, penetrating to all levels of decision making. Petroleum Week's readers are engineering, operating, supervisory and management people... the men who spark ideas and get things done... the men who suggest, specify, requisition,

approve and buy in all branches of the industry.

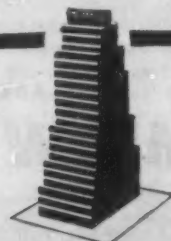
Only an industry-wide, industry-deep coverage can meet oil's pressing need for cross-communications. And today only Petroleum Week is prepared to provide technical and business information about all segments, written in terms understandable to all oil men, and in the exciting new variable-speed technique for faster, more efficient reading.

• • •

Plan now to put Petroleum Week to work for you. Publication begins July 8—pilot copies are available from the McGraw-Hill office nearest you.

PETROLEUM WEEK

330 West 42nd Street, New York 36, N. Y.



A MCGRAW-HILL
PUBLICATION

APRIL 1, 1955

Selling the "Board of Directors" means **BIG BUSINESS** on Midwest farms!



YOU NEED THE VOTE OF JUNIOR MEMBERS, TOO, TO SWING THIS "BOARD OF DIRECTORS"

OPERATING today's Midwest farm is a business fully as specialized as many city businesses — with this difference. Office and home are one. Meal-time is meeting time for the "board of directors" and all members of the family share in the decision-making.

It's because everyone in the family has a voice in plans and purchases that Midwest farm market sales go to the firms that apply this simple

selling formula: Regular advertising in the Midwest Unit Farm Papers — preferred by readers, dealers and advertisers (see charts).

Determine your sales potential in the richest farm market in the world by getting your copy of "1955 Buying Intentions" of 1,293,663 Midwest farm families, listing buying estimates of amazing totals on some 300 different kinds of products and services.

Sales offices at: 59 E. Madison St., Chicago 3 ... 250 Park Avenue, New York 17 ... 110 Sutter Street, San Francisco 4 ... 672 South Lafayette Park Place, Los Angeles 57

ADVERTISE IN

MIDWEST *Farm Paper* UNIT



WHERE FARMING IS BIG BUSINESS... AND GOOD LIVING!



It's time to be **SELECTIVE** in Midwest Farm Market Advertising!

43%
MIDWEST FARM PAPER UNIT

Farm Magazine "A" 14%
Farm Magazine "B" 11%
Farm Magazine "C" 4%
Farm Magazine "D" 2%

READERS' First Choice

A survey of 6,049 Midwest farms, supervised by Batten, Barton, Durstine & Osborn, Inc., advertising agency.

64.7%
MIDWEST FARM PAPER UNIT

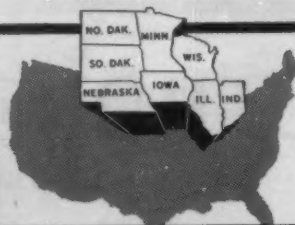
Farm Magazine "A" 7.9%
Farm Magazine "B" 5.2%
Farm Magazine "C" 6.2%
Farm Magazine "D" 1.5%

DEALERS' First Choice

4,186 inquiries mailed by hardware wholesalers. Other dealer preference surveys available on request.



ADVERTISERS' First Choice
Comparative Lineage 1948-1954 (Index 1948=100)



There Are Soft Spots Midst the Boom

Jobs in manufacturing plants totaled 16,082,000 in February, down 240,000 from the like 1954 month—despite the fact that industrial output leaped to the highest level in 16 months, as measured by the Federal Reserve Board Production Index, and was 7% above a year earlier.

Steel output in January was up 11% from the same month last year, but employment was actually 42,000 workers below. More work, but fewer workers, was accomplished through newer equipment, the growth of automation and the payment of overtime.

A check of economists, bankers and other businessmen by *The Wall Street Journal* turned up such items as:

A slowdown in the rate of increase in personal savings; a rise in home mortgage foreclosures; an increase in the rate of life insurance cash-ins; weakness in prices of some basic commodities; widely advertised dealer price-cutting on appliances and automobiles; a rapid rise in business debts; an increase in failures.

We're not predicting any serious slide-offs, but we re-

iterate what we said in the January 15 issue, under the heading "The Lullaby of the Optimist:" There is nothing in the cards to justify unbridled optimism and the feeling that your business and ours is just plain *bound* to be better.

As a sobering thought, you might ponder other possible soft spots, such as these:

Household formation is running at a rate of 900,000 a year, whereas new-home building in the past three months has been running at an annual rate of 1,300,000. Have we caught up—and passed—the pent-up demand? Are down payments on homes too low, and would any change in property prices or income result in extreme liquidation?

One of the problems in the home-building field is that the marriage rate now has slackened because of the smaller number of persons born during the great Depression period now reaching marriageable age.

Our attitude is one of *tempered* bullishness.

It Is the Dealer's Fault?

Wherever we go we find sales executives squawking about their dumb dealers and the still dumber retail sales personnel. As Dartnell put it the other day, the average complaint runs about like this:

"Why don't our dealers advertise, merchandise and sell at least twice as effectively as they do now? They know how, and we are always telling them how, and giving them materials to help. But, in most cases, they do little or nothing. Don't they want to make money?"

Dartnell goes on with a partial answer: "If we exclude from this problem the select few consumer items that are backed by high-budget brand-name advertising campaigns, we find a huge group of items backed by dealer-help programs that are stereotyped, cheap in appearance, poorly planned, carelessly presented, on those rare occasions when they are talked about by the salesmen."

Of course, the dealer wants to make money but there are limits to what consumers will pay, and oftentimes there is a very real question as to where the funds are coming from for effective merchandising, displaying and selling by the retail dealer. From his pocket? Or the manufacturer's?

We'll hazard a guess that the major selling of consumer merchandise may be accomplished in the future through one or the other of two sharply contrasting methods. Both methods will be used, but only one in a given store.



COMMUNISTS FOLLOW THE CAPITALISTIC LINE. What goes on behind the Bamboo Curtain? Has Red China adopted American capitalistic ideas? The Ray-O-Vac Co., Madison, Wis., thinks the answer is "yes," for in Hong Kong company representatives picked up a copy of their product with the same blue, yellow, red and white markings and similar designs on the outer shell, but with all words in Chinese. The Red China product is a cheaper imitation, with a varnish-coated paper over zinc shell instead of steel, and without protective steel bottom plate.



DRAMATIZE YOUR PROMOTION. Quite often the difference between a smashing success and a fair success in advertising may be measured by the amount and effectiveness of the "merchandising." The Minneapolis Star and Tribune was very pleased with the success of the Sunday Tribune's Prizeword puzzle contest, but to make sure that both readers and advertisers were properly impressed, the paper toured the streets of the city and suburbs with a 26-foot trailer truck packed with more than 4 million entries. Shown here is the advertising manager of Sears, Roebuck's retail store with an account representative of the newspaper.

1. Some manufacturers will find it to their advantage to sell through exclusive dealers and to give them a big margin to be used for store promotion. While these manufacturers will advertise to the public, the biggest share of the advertising dollar directed at the consumer will come through these retailers who can be expected to push much harder if they have an exclusive franchise and aren't likely to be undersold by a nearby competitor.

2. The other widespread method of distribution will be to stock everybody who seems to belong in the retail link, on a low-margin basis. Those manufacturers will reconcile themselves to doing most of the selling themselves through powerful, aggressive, consistent consumer advertising campaigns. That is the method used today by most of the large units in the field of food distribution.

New Problems in Pricing

Virginia is the most recent state to hold that Fair Trade policies are not binding against non-signers. Other states in that camp are Georgia, Florida, Michigan, Nebraska, Arkansas and Colorado.

The Federal Trade Commission and the Attorney General will try to get Congress to upset the McGuire Act which frees states to pass Fair Trade laws which are otherwise illegal under Federal Antitrust laws. The best guesstimates in Washington seem to be that Congress will not take the act off the books.

On another phase of the pricing front, Westinghouse Electric Corp. has announced a new price policy on certain

heavy electrical apparatus requiring long periods to manufacture. The new policy adjusts prices according to a formula which takes into account changes in the monthly costs of materials and labor as reported by the U. S. Bureau of Labor Statistics with materials figured at 35% of the whole, labor at 55%.

The Package Idea in Advertising

Packaged programs are not new in radio or TV advertising, nor is the idea of several manufacturers participating as sponsors of one show. But National Broadcasting Co. has come up with two new ideas. For television users it has a 14-week "Summer Discount" which provides advertisers on any combination of the "Today," "Home" or "Tonight" programs with savings up to 34.6%.

As part of a move to bolster its radio end, NBC takes a leaf from the book on successful magazine editing. It is working out a new package programming schedule for its week-end radio broadcast time in the form of a week-end-long continuous show with music, news, educational programs, interviews, biographies, documentaries, drama, comedy and sports. Many advertisers will be invited to take spot sponsorship of the long package show.

The participation idea is not new for magazines but it has been carried to greater lengths than heretofore by J. R. von Sternberg, publisher of "Best in the House," and the second in its series appears in the April issue of *Good Housekeeping* in the form of a four-color bleed spread describing products of six non-competitive manufacturers. Each product is described with copy and an attractive illustration, is also described in a section of introductory copy, listed in a brand-names box and represented in a reader-request coupon. Advertisers participating in the current spread include Sandran vinyl floors; Lewyt vacuum cleaners; asbestos-backed Aristo-Mats; Celanese curtain and drapery fabrics; Alumaroll aluminum awnings; Flintkote insulation board planks.

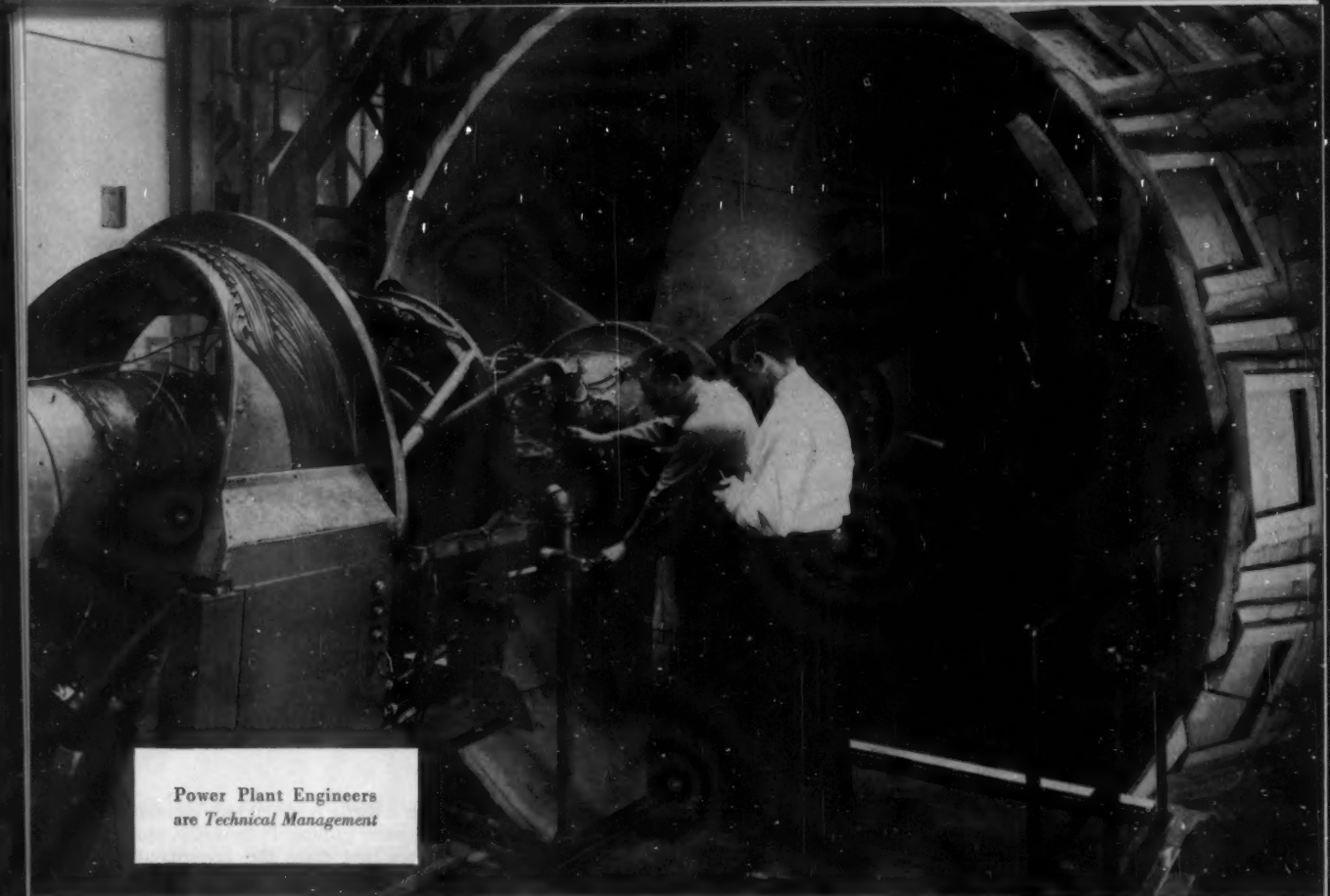
Significant Shorts

Does alcohol makes salesmen brag? According to a recent story in *Business Week*, an industrialist says, "There wouldn't be anywhere near so much point to picking up all those convention expense accounts if you didn't expect your people to bring home what the other guy got drunk enough to disclose." Salesmen, along with scientists and engineers, are likely to exchange brags which reveal what the other fellow is doing. We don't know that the tendency can be stopped, but an occasional reminder might cut it down.

Interested in New England hardware stores? The New England Newspapers Advertising Bureau has released its second annual survey of retail distribution of hardware store products in that area. Here are those which have 70% or more retail distribution: *floor waxes*, Butcher's, Johnson's, Simoniz; *garden insecticides*, Black Leaf 40; *cooking utensils*, Pyrex, Revere; *power tools*, Black & Decker; *hand tools*, Estwing, Plumb, Stanley, True Temper, Disston, Millers Falls, Yankee; *fertilizers*, Hy-Trous, Vigoro; *wall can openers*, Dazey; *miscellaneous*, Glamorene, Weldwood, Rubbermaid.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Power Plant Engineers
are *Technical Management*

In Selling the Aviation Market...

**Technical Management Men
are your most important prospects**

These are the vice presidents of engineering and development, project engineers, designers, research scientists, aerodynamicists, chief engineers, purchasing agents, managers of production and maintenance, and other technical executives—even presidents—who are primarily responsible for the specification and selection of equipment and services throughout aviation.

Technical Management Men Use Aviation Age... to learn of new products and equipment, for reports on equipment applications and product performance, and for details of technical developments.

More Technical Management men read Aviation Age than any other aviation magazine...because it is the only magazine designed specifically for their information needs.



Write for your free copy
of "Technically Speaking"—an
analysis of the information needs
of the aviation industry.

***The* MAGAZINE OF AVIATION'S TECHNICAL MANAGEMENT**

Aviation Age

NBP

A CONOVER-MAST PUBLICATION

CRA

205 East 42nd Street, New York 17, N. Y.

The War Over Ward:

Avery Sails Forth To Meet 'Pirates'

The war over Ward swings into the final round. In annual meeting at Chicago, on Friday, April 22, 68,000 stockholders will vote the verdict of their 6,703,932 shares — either to maintain the 24-year-long management of Sewell Avery or to put recent invader Louis Elwood Wolfson into control of \$721 million Montgomery Ward & Co.

Seldom have two contending factions been led by characters so sharply in contrast.

Eighty-one-year-old Sewell Avery is the product of an earlier era. Economic royalist, ally of J. P. Morgan & Co., veteran director of such corporations as Pullman, Inc., Pure Oil, U. S. Gypsum and U. S. Steel, Ward's chairman personifies iron-handed, conservative, debt-free management. . . . After all, didn't he take over Ward's helm during depression when this retail store-mail order business was near foundering in a sea of red ink? Didn't he plug the leaks, throw out the supercargo, right the ship and bring her back to the owners with \$327 million in cash and quick-liquid assets? Hasn't old Sewell turned Ward into one of the most solvent and solid of all corporations?

At 43, Lou Wolfson is still a Florida junk dealer on the make. When middle-aged Avery moved into the Ward mess, Wolfson was just starting to play football at college, and was hoping to become a professional athlete. Instead, he made something out of the junk business. And in the last decade he became a magic manipulator and reorganizer, stretching a shoestring around corporations — from steel, construction and urban transit to movies, paints and home ap-

pliances—with combined assets of a quarter-billion dollars. At Ward, Wolfson intends, among other things, to reverse a downward sales curve and prove that he is also a magic merchandiser.

Avery counts on depression and deflation. With "the general economy uncertain," as he explains, and construction costs high, Ward has not built a single new store since 1941. In fact, in the last two years Avery has closed 32 stores, without replacement. For the fiscal year ended last January 31 the company's \$887 million sales volume was the smallest of any year since 1946. Net earnings, after taxes, of \$35 million were less than half 1951's \$74 million peak.

Competitively, Ward's standing may look even worse. Last year its sales were less than a third of Sears, Roebuck's. Thus far this year the ratio in Sears' favor stands four to one. (Both Sears and Ward now get two-thirds of their sales dollars from retail stores and one-third from mail order or "catalogs.")

Wolfson bets on "appreciation" and expansion. He would boost the price of Ward common—still selling at \$13 under book value—and then split the stock three for one to enrich present owners and enlarge the owning group. He would put "idle capital to work for the stockholders," hire "competent executives" to see that Ward "recaptures its lost trade," and "increase sales and earnings by rejuvenated merchandising and promotion programs." He would start immediately to build and modernize stores. In the next few years Wolfson would lift Ward's volume to \$2 billion.

Thus the war over Ward is bigger



than a battle between two individuals and their groups. It concerns, among others, not only the investment of 68,000 stockholders and the jobs of 50,000 Ward employees, but the investors, employees—and sales managers—of thousands of manufacturers who look upon Ward as a market. . . . Eighty-three years ago Aaron Montgomery Ward pioneered low-cost mass merchandising. Sewell Avery's sprawling domain is still a \$605 million customer. Lou Wolfson promises to turn it into a \$1.5 billion customer.

Some of the story of the Miami magician I told in "SM, Dec. 15,

As the Author . . .

"WOLFSON I found rather cold—and exciting. He is rough-and-tumble and less certain than he shows. He would rate a good table at Toots Shor's."



on His Record Challenge



1954. ("How Wolfson Rates Managers in His \$217 Million Empire.") Since then I've seen Sewell Avery.

The personal contrasts are not merely *between* two men but *within* the individual men. Wolfson I found rather cold—and exciting. Avery (for all his reported arrogance) was gentle and friendly—and dull. Avery is polished and secure. Wolfson is rough-and-tumble and less certain than he shows. Avery looks as though he had founded the Union League Club. Wolfson would rate a good table at Toots Shor's.

Yet Wolfson let me get some

... sees the Adversaries

"AVERY was gentle and friendly — and dull. He is polished and secure. He looks as though he had founded the Union League Club."



queries off my chest, while Avery did 98% of our talking. Avery dilated on a long dead past. Wolfson took me into the bright blue yonder. Wolfson projects and dramatizes, with appropriate assists from press agents. When Avery greeted a lone reporter in his office for the first time in many years (a reporter who at that moment recalled the picture of an embattled Avery being carried from his office by the United States Army in the dispute with the War Labor Board a decade ago), he seemed almost shy.

I found myself vibrating on Wolfson's plans when he told me some things he stood for and wanted to do. (Resources exist in business not to be *sat* on but to *build* on, and the only time that matters is *tomorrow*.) But in Avery I found a consistency and even an integrity which the younger man is yet to prove.

Both of them, on relatively small investment in Ward themselves, have found ways to throw their weight around.

Wolfson entered the arena last August 18 by buying 20,000 shares, or about .3% of Ward's total. Later he announced "control," through allied interests, of 500,000 shares or about 8%. (But when he formally reported to the SEC he listed only 30,000 for himself and a total 195,000 for his group.) Although Avery has long been Ward's largest single stockholder, he owns personally only 63,566 shares of common, or 1%, and with his family, 100,000. Thus at a current price of \$80, Avery's own holdings come to \$5.2 million and Wolfson's \$2.4 million—out of a total \$520 million.

Avery ignored the invader until November 10, when he finally held a

BY LAWRENCE M. HUGHES

press conference. There, reporters said, he "rocked in his leather chair . . . and recounted the history of the mail order house," and emphasized that "a recession, if not a depression, must appear in keeping with historical experience."

By then the "Wolfson-Montgomery Ward Stockholders Committee" had been busy for months proclaiming what was wrong with Ward and what *they'd* do to right it.

Avery began to defend his "record," and to protect the company from what he calls "financial pirates." Wolfson, he says, has had "no experience in retailing" and "is not qualified to manage this great corporation in the best interests of the stockholders." Avery describes Wolfson's attack as "simply a financial venture for the benefit of his backers and himself." He ignored Wolfson's invitation to debate the issues before stockholders.

At this writing Wolfson is sounding off at "coffee cup" meetings of stockholders from Boston and Jacksonville to San Francisco. While Avery directs strategy from Chicago, younger Ward executives headed by President Edmund A. Krider, 42, are holding sessions with key employees from coast to coast to organize a door-to-door canvass of stockholders.

Both have put proxy-soliciting outfits to work. Avery's "banker backing" may help him among trusts and foundations, many of which have long regarded Ward stock as blue chip and dependable. The fact that, despite business and profit declines, the number of Ward stockholders has remained virtually unchanged for five years, also may be in Avery's favor.

(continued on page 82)



GUY GILLETTE

On the Tough Sales He Gets First Crack

Reichhold Chemicals, Inc., White Plains, N. Y., with 22 plants throughout the world—10 in the U. S.—and the reputation as world's largest producer of synthetic resins, has hired John W. Stevens as v-p in charge of sales. This former gsm of the Chemical Division, Celanese Corporation of America, faces the biggest selling job of his—or Reichhold's — span. Recently Reichhold went into basic chemical manufacture in order to protect its own raw material sources. To do it economically, the company must produce in such volume as to *sell* rather than just use. Stevens must find the customers. A tall, Princeton grad who looks Ivy League in each of his 75 inches, he'll act also as general assistant to the fascinating Henry Reichhold: Reichhold—industrial genius, music patron—came to this country from Germany in '34, took his first job in the paint department of Ford Motor Co. . . . Stevens is of a prominent Down East family. His dad was a surgeon; he, himself, entered medical college. But war came and he spent four years in the Atlantic and Pacific theaters. After the war (he had a wife and a child) he chose sales. Calco Division, American Cyanamid Co., started him as a sales trainee, then sent him to the Midwest. Later he joined Celanese. . . . The Stevens' have four children, the oldest is 11, the baby's five months.



Tennis Anyone? Or Golf, or Baseball, or Cricket, or . . .

No matter *what* your athletic fancy, a 36-year-old economics major from Yale is out to convince you that you should indulge it via Spalding. Robert S. Conybeare—who looks like Davis Cup material himself—is the stalwart who has taken over as general sales manager for A. G. Spalding & Bros., New York. Until he came North to guide the sales destinies of this old and (almost) hallowed name, he was selling the refreshment Southerners find *de rigueur* at sporting events: Bob was assistant general sales manager for the Dr. Pepper Co., Dallas bottlers. Before that he had been gsm of Wooster Rubber Co. . . . The athletic Mr. C. is a Pennsylvania product whose sales work has carried him to jobs in four states. He's a planner: Spalding says his resumé was the most thoughtful, well documented job it had ever seen. And people who know him wager he'll know more about the sporting goods business in six months than a less graphic personality would absorb in six years. He is interested in music, boating, the theater, club work and his family of four. And if you aren't actively participating in a sport, watch out: John Robert Samuel Conybeare is out to get you!

Are Sneezes Passé? Or Are Anti-Histamines?

. . . not by a drug counter-full, on either count. J. S. Hewitt, who has recently become president of Anahist Co., Yonkers, N. Y., happily points out to skeptics who demand to know "whatever became of anti-histamines?" that Anahist sales have jumped 88% in the past two years. Furthermore, they're running 54% over last January-February's. And a lot of the credit for that—aside from the people who *will* sit in drafts—is due to the cooperative gentleman who now sits in the president's chair. Since 1950 Hewitt has been executive v-p. He's directed the sales and advertising programs for Anahist. . . . Before he came to the company he was v-p of The Andrew Jergens Co. and before that he was most things to most men (where liquid refreshments are concerned): He was with Pabst and Borden. Today he lives at "Apple Tree Farm," Greenwich, Conn. The farm's old, the house's new. And he and Mrs. H. are about the most cold-free couple in all Connecticut.



GUY GILLETTE



SCHEDULING a customer meeting calls for much preliminary work. Zonolite's Charles Ravas (left) explains firm's new movie on plastering to Kenneth Potter, general contractor, who agrees to schedule it for next meeting of his trade association.



CONTACTING key men in the area personally and building up interest in the meeting is a big job, but it pays off in attendance. Ravas calls on Don Smart, Waukegan Lumber & Coal Co., tells him about film and meeting program. Smart promises that he will be there. Ravas goes on to make more calls.

Taking the Story to the Market By Personal Selling "En Masse"

Zonolite organizes customer meetings to disseminate product information, but it takes more than hiring a hall to get an audience, and it requires more than a gavel to hold its attention and arouse interest in your message.

Have you considered customer-salesman meetings to strengthen your "personal selling" techniques? Zonolite Co., Chicago, in 1948 found such meetings an answer to its growing need for more personal selling to its market—architects, contractors and building supply dealers then riding the crest of the postwar building boom. Zonolite has held hundreds of these meetings in the seven years since.

Says Philip R. Strand, Zonolite advertising manager and meeting architect: "With mass markets and vast territories to be covered, personal selling often takes a back seat to 'buckshot' methods of publication advertising, direct mail and the like. But with increased competition the need for personal selling is more urgent. A crucial need is in industrial and raw material sales, where large orders and important customers are at stake."

Personal selling via customer meet-

ings has gained acceptance with many companies in recent years, Strand points out, noting that Zonolite's pioneering in this technique has met with "marked success."

"Meetings of this kind," he says, "bring a good share of the salesman's market into hearing range at a single sitting. They can be used to launch a sales campaign. Better yet, they give the salesman a chance to meet his prospects on an informal, friendly basis—almost man-to-man."

Primary purpose of Zonolite's meetings is introduction and explanation of vermiculite, a mica-like material used as a loosefill insulation, a plaster and concrete aggregate, soil conditioner, chemical carrier and high-temperature cement.

"Products and customers vary," Strand observes, "but basic techniques of setting up a customer meeting are similar. The meeting's success or failure depends largely on the thoroughness of the preparation and alert-

ness to opportunities that may crop up during the meeting. A case history of how a meeting is handled by our company may point the way for others considering the customer-meeting approach."

The idea was born, Strand says, in 1948, when a company film, "Zonolite, the Wonder Mineral," produced by the Jam Handy Organization, was shown at meetings for builders and architects. The film covered the "wonder mineral's" economy, fire-proof features, insulating properties, light weight, ease of handling.

"The technique of running a good show was not perfected then," Strand observes, "but by 1951 when we showed a second film, 'The Lightweight Champion,' dealing exclusively with plastering products, we were seeing progress in the refinement of our meeting techniques."

"We launched a campaign to bring this second film to the attention of prospective buyers, regular customers and others who might be interested. We assembled a meeting kit of speech outlines, a leaflet describing the film, invitation forms and a fill-in newspaper release announcing time and place of the meeting."

Before the kit and film were turned over to Zonolite salesmen, Charles Ravas, a territorial salesman covering



TELEPHONING each prospect and dealer is part of intensive follow-up program. Invitations go out first, then personal calls are made by Ravas.



PUBLICIZING the meeting requires issuing news release, contacting the press. Roland Kennedy, news editor, Waukegan News-Sun liked idea, expanded Ravas' original story.

five northeast Illinois counties, was chosen to conduct pilot meetings. "The idea was to make Ravas' step-by-step experience an example for the entire national sales organization," Strand says.

Ravas studied his area for an opportunity to show the new movie, found one during a sales call on Kenneth Potter, a Wauconda, Ill., contractor and vice-president of the Lake County Building Contractors Association.

Potter mentioned that the Association was looking for speakers and program material. Ravas suggested a meeting built around the new Zonolite movie. Potter agreed, checked his members to get their reactions. All favorable.

Ravas' next step: advance publicity for the meeting. He used the prepared announcement story in the special kit, filling in local names, place and date. The release served a twofold purpose: To attract an audience and to publicize vermiculite.

Ravas called on Roland Kennedy, news editor of the Waukegan, Ill., *News-Sun*, well in advance of the meeting date. The personal visit paid dividends. Kennedy became interested in vermiculite, wrote a longer story on it. Ravas mailed the story to other newspapers in Lake County.

Zonolite hired a photographer to follow Ravas on all his calls. He was snapped making arrangements on the telephone, talking to Potter, meeting Kennedy, discussing the meeting with dealers. "We used these pictures in a mailing to all salesmen," Strand says, "as an example of how-to-set-up-a-customer-meeting technique."



MEETING must be good, lively and friendly. Salesman must have thorough product knowledge to answer quickly and accurately the variety of questions from floor. Meetings are good training ground for salesmen.



ANSWERING questions — in a good session — continues after the meeting. In this case, Ravas was asked to come back and conduct another on additional use of Zonolite. Meetings sometimes go two hours overtime.

The night of the "big show" Ravas saw the results of his efforts: 70 contractors and building supply dealers turned out for the meeting. Ravas conducted the meeting, assisted by two other Zonolite salesmen, Vernon Swan and Howard Tiemann. He made no formal talk, just stated the purpose of the gathering, and announced that after the film showing he and the other Zonolite men would answer questions from the floor.

The film set forth in an entertaining manner vermiculite plaster's unusual characteristics. These were new to many of the assembled contractors and dealers, even though vermiculite as a plaster aggregate has been in use for more than 20 years. The movie provided the Zonolite salesmen with the sales ammunition they needed, information useful to the audience as well. They learned the four main selling points in vermiculite plaster:

Four Selling Points

"1. *Light weight.* Vermiculite plaster weighs only a third as much as sand plaster. This light weight means easier handling, speedier application, less dead weight in a building.

"2. *Fire safety.* The plaster provides even greater fire protection than sand plaster, reducing the spread of heat and flames when fire occurs.

"3. *Insulation.* It has about three and one-half times the insulation value of ordinary plaster, supplying additional information at vital points on walls and ceilings, minimizing the possibility of condensation.

"4. *Chip resistant.* Vermiculite's resiliency helps it to absorb shocks and vibrations."

Notes Strand: "The question session can easily turn out to be the evening's high point, or it can be the means of shaking the good faith of the audience. Obviously, the salesman in charge must *know his product*, and thoroughly, to answer what may be embarrassing questions."

Example: One contractor took the floor and demanded of Swan: "Up to now we've heard all the good things about your product. Now let's hear the bad things."

Swan parried the question until he found out that the contractor was worried about an old nuisance in the industry—cracking in newly plastered walls. He was frank in his answer: "We've found that inadequate ventilation is the cause of many plaster failures. It can happen to vermiculite as well as any other kind of plaster.

"After you finish an inside job, you

undoubtedly tell the lady of the house to leave her windows open. But she closes them; therefore your plastering job will be a failure, no matter what product you use, no matter how good a contractor you are."

During the discussion, interest was aroused in the use of vermiculite as a concrete aggregate, a subject not on the evening's agenda. End result was that Ravas was asked to come back in three months and lead another meeting on concrete alone.

When the meeting finally adjourned at 10 p.m., most of the 70 stayed two more hours to question the Zonolite men. Ravas considered this quite an accomplishment, since originally most of the men had planned to go home to watch the start of the balloting at the Democratic National Convention.

"Results of the meeting were encouraging," Strand says. "One general contractor said he'd try vermiculite in from one to five homes of 25 new ones he was building. This was a good opening wedge with a man who had not used the product before."

A plastering contractor, previously against using vermiculite, told Ravas: "You changed my mind. I'm going to

use it on a job that's coming up."

The success pattern established by Ravas in the first Zonolite customer meetings has been repeated hundreds of times. One of the biggest gains, Strand feels, is in salesmen's confidence in dealing with large, critical audiences. They have to rate 100% in product knowledge and they get excellent training in public speaking.

As for sales . . . Many of the nation's largest plastering and concrete contractors are now confirmed users of vermiculite as a direct result of sitting in on one of these meetings. Such new skyscrapers as Lever House in New York and the 42-story Prudential building in Chicago are vermiculite jobs.

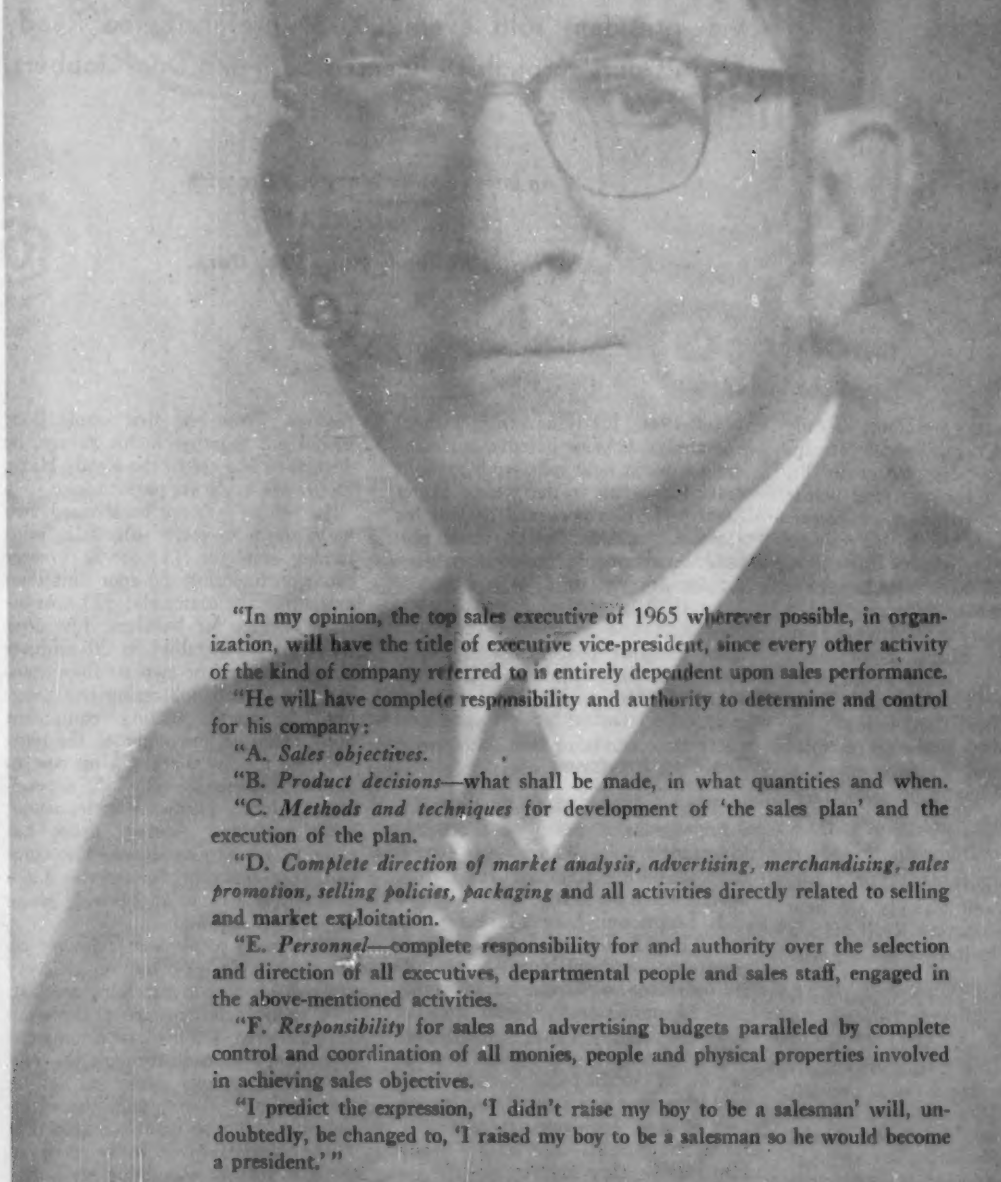
Zonolite executives consider salesmen-dealer meetings ideal for "getting the sales message across" for these reasons: (1) There is a captive audience, ready to listen, and uninterrupted by telephone calls or other distractions; (2) there is a feeling of camaraderie among members of the audience which results in uninhibited questioning about the product; (3) if one prominent member agrees to use the product, others are likely to follow suit.

The End



BY PRESENTING an 11" x 21" business card, Otto Bremers, Jr., gets to see and sell an unusually large percentage of the prospects he calls on. In the above photograph Bremers, who sells car card space for Loomis Advertising Co., St. Louis, is shown presenting his mammoth card to William L. Reiman, partner in Edward D. Jones & Co., stockbrokers. Bremers told the securities firm: "If I came in here and showed you my card every day for the next 30 days, would you remember my name?" The brokers answered yes by signing a contract to have their name and advertising appear on car cards of the same size.

Sales Heads Should Be Presidents, Or at Very Least, Executive Veeps!



"In my opinion, the top sales executive of 1965 wherever possible, in organization, will have the title of executive vice-president, since every other activity of the kind of company referred to is entirely dependent upon sales performance.

"He will have complete responsibility and authority to determine and control for his company:

"A. *Sales objectives.*

"B. *Product decisions*—what shall be made, in what quantities and when.

"C. *Methods and techniques* for development of 'the sales plan' and the execution of the plan.

"D. *Complete direction of market analysis, advertising, merchandising, sales promotion, selling policies, packaging* and all activities directly related to selling and market exploitation.

"E. *Personnel*—complete responsibility for and authority over the selection and direction of all executives, departmental people and sales staff, engaged in the above-mentioned activities.

"F. *Responsibility* for sales and advertising budgets paralleled by complete control and coordination of all monies, people and physical properties involved in achieving sales objectives.

"I predict the expression, 'I didn't raise my boy to be a salesman' will, undoubtedly, be changed to, 'I raised my boy to be a salesman so he would become a president.'"

Judson Sayre is president and general manager, Norge Division, Borg-Warner Corp., and was president, 1936-1951, Bendix Home Appliances, Inc.

—JUDSON SAYRE, in a speech before American Management Association, New York City, Feb. 9, 1955.



This Inventor Teaches Salesmen Thoroughness in Salesmanship

39-year-old Ed Guerrant is an inventor-engineer. Six years ago he had never made a sales call. Last year he and his vice-president sold over 200,000 prefabricated Ready Hung Doors through 19 licensed Sash and Door Jobbers.

An interview by Mary K. Pirie with

ED L. GUERRANT

President, Ready Hung Door Corp.

Ed Guerrant, president, Ready Hung Door Corp., carries on his business from modest offices in Ft. Worth, Tex., a business that before 1949 was only a patent-office sleeper. His staff consists of Vice-President Wynn L. Veale, until July 1954 president and general manager for a Ready Hung Door Licensee, and a secretary. Yet during 1954 more than 200,000 Ready Hung Door units were installed in homes in all price brackets. Both Guerrant and Veale average 5,000 to 10,000 miles of air travel per month. Veale makes most selling contacts. Engineer-inventor Guerrant concentrates on sales training, installations and equipment research.

Nineteen Sash and Door Jobbers in major population areas of the United States and Canada are now licensed to manufacture Ready Hung Doors for sale to lumber dealers who sell to builders.

First patents on prefabricated doors were taken out in 1870. But even at the close of World War II, when builders were turning enthusiastically to other prefabricated units, prebuilt doors were still little used. Main reason: They could not be moved from factory to building site without damage; minus support, a door frame is fragile, joints easily work loose and much make-ready must be done before installation.

*Trademark Reg. U.S. Pat. Off.

In 1948 Ed Guerrant, without knowledge of prior patents, perfected designs for a new split-jamb prebuilt unit. He called it the Ready Hung Door.* He also perfected designs for a packing method which made possible shipment of the door without damage for five or 1,500 miles.

In 1949 he applied for patents on door unit and packing method and later designed processes and special equipment for manufacturing Ready Hung Doors quickly and economically.

Training Program

The company's present sales training program is based on President Guerrant's own sink-or-swim experience in selling Ready Hung Doors against these obstacles:

1. Skepticism. Like all new products, the Ready Hung Door encountered—and still does—the familiar resistance to change.

2. Manufacturers' expense for special equipment. Though doors are sold by Ready Hung Door Corp. at cost on an installed-and-running basis, manufacturers pay a small royalty for use of the company's patent and trademark rights on each Ready Hung Door they market.

Thirty-nine-year-old Guerrant began overcoming such sales obstacles, and now trains jobber and dealer salesmen to overcome them, with engineering thoroughness—and for sound

reasons. From the first crude door model put together in his garage, he developed and tested the Ready Hung Door. He knew its performance.

In selling jobbers he stressed two main points for *their* sales talks with lumber dealers: (1) 58% greater profit on handling the door unit than marketing the materials; (2) cost-of-labor savings for builders. The door unit can be installed in 20 minutes or less, as against two to four man-hours for on-the-job casing and hanging. Automatic nailing equipment now drives all but eight of the nails required for installation. Unit cost to builders is usually \$25-\$35, depending on door's hardware style, wood, other variables. Average house has eight to 10 interior doors. The company considers units for exterior doors impractical because of the wide range of patterns required.

Guerrant also bore down on the doors' perfect-condition delivery through his patented packing method. The manufacturer-expense objection he countered with this: Equipment soon pays for itself through the jobber's 35% greater profit on selling the door unit rather than the material only. He also frankly stated that if the manufacturer broke even in the first year he was doing well. Appreciation of Guerrant's frankness is epitomized in this customer comment: "I believe your product will do what you say it will, because you've told me what it *won't* do."



the two sides of every penny spent for sales



E PLURIBUS UNUM

This is the familiar side of the *selling* penny . . . the side that portrays the salesman, who, in the course of selling, strives to bring to one successful conclusion the many related activities of advertising, distributing, servicing.



IN GOD WE TRUST

This is the *buyer's* side of the same penny . . . the side that calls to mind the typical industrial buyer's problems of finding the right information about products, comparing available types and makes, selecting companies to contact.

It is significant that this side of the penny bears the legend, *IN GOD WE TRUST*, for all too often the buyer has no other reliable source on which to pin his faith. He grasps prayerfully at such information as is available, and *trusts* that it is adequate. And if it isn't, Lord help him!

• • •

To us it seems that the industrial marketer has here not only an *obligation* to those who may want to buy his product—he also has an *opportunity*—the opportunity to speed sales at lower unit cost by *helping buyers buy!* We've been able to help some clients do this. Like to hear about it?



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising"™ that Sells by Helping People Buy

REG. U. S. PAT. OFF.

Whenever a jobber showed interest, Guerrant asked permission to call on his customers who were in the market for doors. Often he booked orders to demonstrate the product's sales possibilities.

During his first six months in business, Guerrant's savings melted away. But by the end of 1950 he had five licensees: three in Texas, one in Tennessee, one in California. The following year one licensee sold \$1 million worth of Ready Hung Doors—fine sales ammunition for Guerrant.

In 1951 the company licensed New York City, Denver, and Toronto, Can. Of today's 19 licensees some ship Ready Hung Doors considerable distances to serve large trade areas. Guerrant's goal: A licensee for each trade area with enough building activity to justify the manufacturer's investment. "The sales potential of prefabricated doors has hardly been tapped," he says. "We've even answered inquiries from 10 foreign countries."

All licensees market the product under the name Ready Hung Doors, thus benefiting from the company's national advertising in builders' magazines and other media. The company also assists with P.O.P. material, dealer mailings. Says Guerrant: "We stay in close contact by mail and by personal visits to insure our licensees getting maximum performance out of Ready Hung Door equipment, and cashing in on sales potential—to their profit and ours."

Thousands of Representatives

More than 200 jobber salesmen tell the Ready Hung Door story to lumber dealers, and several thousand lumber dealer representatives tell it to builders.

"Our success depends on the selling job these men do," says Guerrant. "We train jobber salesmen and, through them, dealer salesmen, as intensively as though they were all on our pay roll."

Guerrant installs Ready Hung Door equipment, manufactured and shipped by a Ft. Worth machinery firm, at each licensee's plant. He personally sets up and tries out each piece of equipment. Working in the shop side by side with production personnel, he is able to train them quickly and effectively.

He also conducts a series of sales meetings and at its conclusion hands each salesman a 37-page, 8½" x 11" sales training manual. At regular intervals, he gives refresher courses.

First half of the sales training

manual is addressed to the jobber representative; second half, addressed to the dealer salesman, sets forth a model sales presentation for use or adaptation on builder sales calls. The company gives the complete manual to jobbers; on their request, sends the second section for distribution at dealer sales meetings.

Besides product information, the manual includes lively exposition on basic principles of salesmanship.

Page two tells the jobber salesman:

"To be successful, you must make every Lumber Dealer in your territory act as your agent to sell Ready Hung Doors FOR you . . . You get a commission on every sale he makes. Through him you can get all of his salesmen working to make your pay check larger. You must become the Ready Hung Door Sales Manager over all the Lumber Dealer salesmen in your territory—25, 50, 100 men or maybe more . . . We'll show you how . . ."

Model Sales Talk

A model sales presentation which the trainee is to master but not memorize includes "typical" dealer comments as well as answers salesman should make. A 16-inch phonograph record, illustrated by filmstrips, gives the salesman an idea of how the presentation should sound, and how to use visual aids. The company furnishes records and slides to (1) train the jobber salesman to sell the dealer and (2) train the dealer salesman to sell the builder.

Salesmen use a portable sample to show the easy steps for installing a Ready Hung Door unit. This one part of the presentation the salesman is asked to memorize, so that his demonstration will be short, smooth and complete—actions properly coordinated with words.

A chart dramatizes the dealer profit story. The manual tells the jobber salesman when and how to use it in his presentation, to "keep your prospect busy both 'looking' and 'listening,' so he'll have little chance to break in with objections." Detailed instructions: "Turn the chart for your prospect to read—you read upside down. Point with your pencil to each line as you read it. Don't use your finger—the callous on it might distract your prospect's attention. Read slowly and distinctly—in a firm tone to inspire confidence."

On his first call the jobber representative is to sell the dealer a full-size, sample Ready Hung Door unit on a display stand for the dealer's

showroom—plus the deposit-basis "loan" of one or more portable samples.

Having obtained this order, he starts on his more important job of "selling" Ready Hung Doors to the dealer's organization. The manual points out: "90% of what you tell the manager about selling is wasted because he doesn't sell—he is busy buying, collecting, getting money for pay rolls."

Before leaving the lumber yard the jobber salesman must:

1. Arrange to hold a sales meeting "when I come back to dress up your sample door unit with signs."

2. Put Ready Hung Door price lists in every price book, meanwhile getting to know the books' owners.

3. Put sales literature—with the manager's approval, of course—in all likely places.

4. Leave Ready Hung Door scratch pads near every telephone; pad backs have order forms which educate buying personnel on the various items of information needed for ordering.

5. Decide where to place the full-size sample on his return. "Best place is straight in front of the main entrance door to the salesroom," suggests the manual.

6. Look for places to put up Ready Hung Door signs, decals and placards he'll bring on the second call.

Drive "Your" Car

Above all, the jobber salesman must ask the dealer which of his builder customers are ready for doors, then get permission to go with one of the dealer salesmen to book orders. The manual advises: "You drive your car, so that in transit the dealer salesman can concentrate on the Ready Hung Door story you're telling him. Use this opportunity to begin training him to train the others in the lumber yard on how to sell your product."

To help salesmen talk builder language, the manual includes a glossary of trade terms. Says Guerrant: "Suppose a builder remarks, 'I'm just out of the ground on this house'—and the salesman comes back with, 'Well, do you think you're going to need your doors next week?' That salesman may lose the order and never know why. The phrase 'just out of the ground' means that the builder has just laid the foundation of the house. To the salesman's query about doors 'next week,' the builder's mental response is probably, 'How stupid can this guy get? Doesn't he know it'll be a month before I'm ready for doors?'



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland—isolated from distant Coast cities by mountains. This independent, self-contained area is bigger than Pennsylvania, has more population than Nebraska.

Valley families have nearly \$3½ billion in buying power (more than Kentucky), account for more retail sales than Louisiana.* You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its part of the Valley.

* Sales Management's 1954 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

Now you can enjoy this new speed
... new restfulness of flight



TRANS-CANADA AIR LINES

introduces to North American travellers
the incomparable



VISCOUNT

Powered by Rolls-Royce propeller-turbine engines

Be one of the first to experience the hushed speed, the remarkable lack of vibration achieved by the Viscount with its Rolls-Royce propeller-turbine engines. On European air routes, where it has already logged more than 200 million passenger miles, this amazingly smooth four-engine airliner has won instant acclaim. The Viscount is now flying U.S.-Canada and Canadian inter-city routes.

You'll like the panoramic view from its extra-large windows,

the spacious comfort of its smartly appointed interior and two-abreast seating, the even air-conditioning of its pressurized cabin. On your very first trip you will agree that "To fly Viscount is to prefer Viscount." No extra fare. Consult your travel agent or the nearest office of Trans-Canada Air Lines in New York, Chicago, Detroit (Windsor), Cleveland, Boston, Seattle - Tacoma, Tampa - St. Petersburg, Los Angeles.

GROUP TRAVEL AND CONVENTION DISCOUNTS



TRANS-CANADA AIR LINES

One of the world's great airlines

The manual is designed to help the salesman avoid such pitfalls.

"If the salesman is ignorant about this 'basic' of the builder's business, the builder has no confidence in anything he says about his product . . . You should always know your prospect's business better than he does."

Guerrant counsels Ready Hung Door jobbers to hire whenever possible, in addition to their regular sales staff, a product representative with experience in carpentry. One such representative carries a carpenter's union card, which he occasionally shows a builder and says, "The best man you've got can't case and hang a door in less than two hours—and he's darn good if he can do *that!* With Ready Hung Doors you'll save two to four hours per door . . ."

From the days of the first folder—on which he did his own art work to save money—Guerrant has used advertising generously. Today about 50% of Ready Hung Door's income is put back into the business, much of it going for advertising. Most-used media: national builder publications. Advertisements feature factual information, talk builder language. One is headed:

Saves Time

"Save \$50 per house . . . Install 12 Ready Hung Doors in ½ Day" . . . Copy explains, in part: "Time studies made by independent researchers show that it takes from 2¾ to 3¾ hours, on the average, to case and hang a door; that is, to fit and block a set of jambs, trim two sides, fit and hang the door, stop it out and mortise and install the lock . . ."

During 1955, in *American Builder*, *Practical Builder*, *American Lumberman & Building Products Merchandiser*, and *Building Supply News*. Ready Hung Door is running a total of 24 half pages and two full pages: Production and placing is by Parker Wilson Advertising, Ft. Worth. The company pays for national advertising; licensees place and pay for their own regional advertising. The company supplies newspaper mats, radio commercials and other copy — for either a nominal charge or none, and requests adherence to authorized text.

Material for licensee displays at trade shows and conventions is supplied by the company free of charge. For certain kinds of expositions the company pays all or part of booth rental. A recent booth presentation dramatized the ease and speed of Ready Hung Door installation, with a pretty, short-clad girl doing the job in 13 minutes, 25 seconds.

The End.

SALES MANAGEMENT

NO STOPPING THESE FIGURES!



The figures keep getting more impressive all the time in South Bend, Indiana. Now it's bank deposits—higher in '54 than ever before. U.S. Savings Bonds purchased—up again in '54. Housing starts—108% more in January '55 than the year before. Effective Buying Income—substantially increased in '54. It all adds up to a pretty hefty market for any advertiser. And you can saturate it with *one* newspaper—the South Bend Tribune. Write for free market data book, "Test Town, U.S.A."

The South Bend Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

1

PAPER GIVES COMPLETE COVERAGE IN THE ACTIVE AKRON MARKET

CIRCULATION
Evening 152,381
Sunday, 159,201

POPULATION
Metro. Area 438,374
Ret. Tr. Area 568,024

ONE LOW RATE
Evening or Sunday




You get full coverage of Akron, Ohio's \$990,000 plus market at one low cost in either the EVENING or SUNDAY Beacon Journal. Akron is the only Market of its size in the country with ONE powerful newspaper — an outstanding buy at its low cost and high coverage. R-O-P color is also available.

STORY, BROOKS & FINLEY
REPRESENTATIVES

AKRON BEACON JOURNAL

EVENING AND SUNDAY JOHN S. KNIGHT, PUBLISHER



Republic Steel Kitchens

Planned, built and pre-sold by one of the World's Leading Steel Companies

EXCLUSIVE FEATURE? PROMOTE IT HARD: The "ore-to-store" theme, introduced in this 1953 ad in Electrical Dealer, Domestic Engineering and Electrical Merchandising, has been a key feature in promotion of a consumer product for a company known to the public as a producer of basic steel.

Ads Spearheaded Distribution

By C. K. Reynolds, Jr., Sales Manager, Republic Steel Kitchens

The loss of a large private brand customer spurred Republic Steel to develop its own brand of kitchen. Republic told its story in advertisements to distributors, dealers and consumers. Result: The firm now ranks No. 2 in sales.

Two years ago not one home in the entire United States was equipped with a Republic Steel Kitchen. Builders, home owners and housewives—the persons who buy and install steel kitchen cabinets—associated the name of Republic with blast furnaces and steel mills rather than kitchens and allied equipment.

Today Republic Steel Kitchens rank second in their highly competitive market. Some 85 distributors and more than 5,000 dealers from coast to coast and from Canada to Mexico sell, advertise and promote Republic Steel Kitchens.

Daily shipments of Republic Steel Kitchens clear customs for such points as Guam, Puerto Rico, Venezuela, Cuba, Guatemala.

Effective sales distribution alone was responsible for this rapid rise of

a new product bearing a name relatively unknown to consumers. And a hard-hitting advertising program which spread the Republic name beyond the confines of the financial and industrial pages was the key to good distribution.

The course for this program was set long before Republic launched the first kitchen cabinets bearing its own name. It was formed in great part by a survey conducted by Meldrum and Fewsmith, Inc., Republic Steel Corporation's advertising agency, and brought about by circumstances dating back many years.

Republic's Berger Division, Canton, O., was a pioneer in the manufacture of steel kitchen cabinets. Mostly, Berger sold its cabinets to other manufacturers who in turn marketed them under their own

names. The balance were sold under the Berger name to plumbing jobbers, but were rarely advertised or promoted.

In 1952 Republic lost one of its major cabinet customers when that customer decided to fabricate its own steel kitchens. Republic found itself with one of the nation's finest fabricating plants and only a small outlet for that plant's products. Even that outlet was dependent on the whims of a handful of customers.

That's when Meldrum and Fewsmith was called in.

"Either we have to get in the steel kitchen cabinet business with both feet or we have to get out," the agency was told. "Which should we do?"

A lengthy survey followed, and Meldrum and Fewsmith came up with a "both feet" answer, based equally on the potential of the \$200 million-a-year kitchen industry and on the potential of the Republic name.

"Capitalize on the Republic name," the corporation's officials were told. "It was built up more than ever through institutional advertising during and since World War II. Re-

How to get people to read your ads

This ad will get a high readership rating.*

We are able to make this prediction because we have spent thousands of man-hours and many thousands of dollars studying the various methods of rating readership, and the factors which combine to create it.

So, before a campaign runs, we can tell pretty well whether or not it will get high or low scores. We say "pretty well" because we do guess wrong now and then. And while we can predict good or poor ratings with a small margin of error, we aren't overly impressed with our ability to tell *how* high or low.

As a matter of fact, the more money we pour into the study of readership ratings, the more reservations we have about them. Yet we go right on setting aside a portion of our profits for research into readership (and other methods of judging advertising effectiveness).

The reason is this: Any method which offers hope for measuring advertising effectiveness is worth the time and money it takes to understand it completely. It is also important to know the extent to which any measurement is to be trusted.

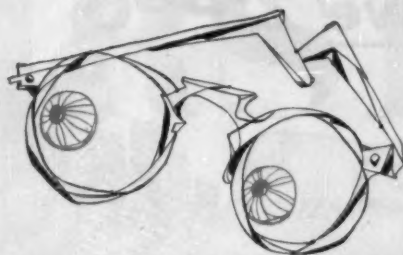
Readership, for instance, cannot be trusted all the way. It is not an end in itself. It can even become a snare, when advertisers sacrifice a sales story to the right audience simply to get a big audience.

The real test of advertising effectiveness is not just, "Did a lot of people read it?", but rather, "*Did enough people do something about it?*"

For instance, if inquiries are your aim, then inquiries are a good measure. If your product can be sold directly from an ad, then direct sales are the best possible measure.

But suppose your purpose in getting high readership is to open doors for your salesmen, and therefore cut the cost of personal calls. Or to get dealers to feature your merchandise. Or to educate financial people in the worth of the shares of your company. Or to build good will in the communities where you operate plants.

How can you tell if such advertising is doing its job? Readership ratings are helpful, as far as they go. But



beyond that, the measuring yardstick may have to be tailor-made to the job at hand. Because of the extent to which we have studied readership ratings—and all other forms of measurement—we have been unusually successful in tailoring such yardsticks for specific advertising jobs.

And also largely because of this same intensive advertising research, we have been unusually successful in creating advertising *effectiveness*. For good creative people work at their consistent best when they are working with the best possible facts—not only about the product and the market, *but about advertising itself*.

We continue to spend money to give our people those facts because we've found that's how to get high readership ratings. And more important, that's how to get advertising *results*.

*Starch ratings on four recently reported ads in this series.	Percentage Who Have			Cost Ratio		
	Noted	Seen Assoc.	Read Most	Noted	Seen Assoc.	Read Most
	31	30	22	282	333	815
	50	47	25	357	392	893
	37	36	21	264	360	724
	39	38	22	355	380	1294

Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES

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You sell your trademark when you give ZIPPO



New Zippo Barcroft...
sumptuous gift for executives

Get hard-hitting frequency of impression for your trademark! Have it engraved in full, rich color on the satin-smooth surface of a Zippo—as a business gift, or an incentive award for those in your firm.

It means putting your mark of quality on a quality product! Zippos are so superbly built that they work easily... anywhere... always. Your customers will use them constantly indoors and out—on all business and social occasions. And the older a Zippo gets, the more its owner will cherish it!

That means long, long mileage for your gift, at very modest investment. Each time a Zippo flashes into flame—20... 40... 60 times a day—your products and services will be remembered! Send the coupon now!



lights easily...
anywhere...
always

ZIPPO MANUFACTURING COMPANY
BRADFORD, PA.

In Canada: Zippo Manufacturing Co.
Canada Ltd., Niagara Falls, Ont.

Genuine Zippo Fluid and Flints
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ZIPPO MANUFACTURING CO.

Dept. 3-23, Bradford, Pa.

Please give me full information about business gift Zippos—prices in large or small quantities, time of delivery, opportunity to use color, and the help your design department will give us in making a beautiful and distinctive gift.

Name _____

Firm _____

Address _____

"If management manages the business so that control is possible and if the individual salesman is made part of management in the broad sense — so that he really wants to use his time wisely — sales expenses need not be a major problem for any business."

—Robert L. Gibson, gm.
Chemical Division,
General Electric Co.

public is known as a leader in industry; it can become just as well known as a leader in the kitchen cabinet field—and without the effort it would take to establish an unknown."

Out of this discussion was developed a theme which highlighted the first Republic Steel Kitchens advertisement and which has made an appearance in practically every ad since then—a theme designed to appeal to distributors, dealers and consumers:

"Republic Steel—the ONE company that can control quality from native ore to finished product."

The "ore-to-store" theme was disclosed for the first time during an organizational sales meeting in January 1953, three months before the completely revamped line of Republic Steel Kitchens began rolling off production lines. Within a week Republic signed its first distributor—a sales outlet serving more than 1,000 established dealers in seven northwestern states.

To that distributor the name of Republic Steel Kitchens was entirely new. But the name of Republic Steel Corp. was not. And Republic's ore-to-store advertisements, linking one of the world's largest steelmakers with a new line of steel kitchen cabinets, spelled profits—profits for him for his dealers and, eventually, for Republic.

Thus, in two years the Meldrum and Fewsmith report proved to be accurate. The survey showed the difficulties of entering a field led by manufacturers whose names had been established almost two decades before. But it also showed how to surmount those difficulties.

Two years ago, a double goal was established for Republic Steel Kitchens: to be first in the steel kitchen market and to make Republic Steel Kitchens a household byword.

The End

SALES MANAGEMENT

ENTHUSIASM FIRST



*... because
ENTHUSIASM
moves the Great
American Weekly
Family*

The nation's families are moving up—in numbers, in income and in the arts of living. As their interests expand, their *enthusiasms* become keener than ever. What enthuses the great American Weekly Family? The handsome quartet at the left suggests some of the things that "send" them.

Pop—a backyard "burger master". *The family insists on better eating, cooking refinements, meals that are fun.* Mom—a fashion fancier. *Keeping in step with the march of style in modern living is a matter of family pride.* Kids—they are *enthusiasms* by themselves. *The focal point of family life.*

A magazine which meets family *enthusiasms* will hold readers and move goods—both in big volume.

The editors of The American Weekly pull out all stops in meeting every family *enthusiasm*. Result: 9,800,000 families are drawn to The American Weekly Sunday after Sunday, while one advertiser after another traces sales success directly to its pages.

MEET THE GREAT AMERICAN WEEKLY FAMILY

There are 9,800,000 of them • They have 11,270,000 children under 18 • They have 7,350,000 children under 10 • They own 6,125,000 homes • They drive 8,575,000 cars • They spend \$9 billion a year for food • And they buy, buy, buy with a median income of \$4,486 a year.

The AMERICAN WEEKLY

Beamed to the Enthusiasms of the American Family

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y. • ATLANTA • BOSTON • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO
ALBANY TIMES-UNION • BALTIMORE AMERICAN • BOSTON ADVERTISER • BUFFALO COURIER-EXPRESS • CHICAGO AMERICAN • CINCINNATI ENQUIRER
CLEVELAND PLAIN DEALER • CORPUS CHRISTI CALLER TIMES • DALLAS TIMES HERALD • DETROIT TIMES • HOUSTON CHRONICLE • HUNTINGTON, W. VA.,
HERALD-ADVERTISER • KNOXVILLE JOURNAL • LOS ANGELES EXAMINER • MIAMI HERALD • MILWAUKEE SENTINEL • NEW ORLEANS ITEM • NEW YORK JOURNAL-AMERICAN
PHILADELPHIA BULLETIN • PITTSBURGH SUN-TELEGRAPH • PORTLAND OREGONIAN • ST. LOUIS GLOBE-DEMOCRAT • ST. PAUL PIONEER PRESS • SAN ANTONIO LIGHT
SAN FRANCISCO EXAMINER • SEATTLE POST-INTELLIGENCER • SYRACUSE HERALD-AMERICAN • WASHINGTON POST & TIMES-HERALD • WICHITA BEACON



HE'S REFUNDING \$353,160: End-of-season checks averaging \$130.80 each were sent last year by Eugene A. Tracey (above), vice-president, Air Conditioning Division, Mitchell Manufacturing Co., to 2,700 distributors and dealers. Drawn on a special "refund kitty," checks represented "dividends" from the company's Dealer-Distributor Protection Plan designed to compensate dealers and distributors, in part, for unsold units still on their shelves after the "air conditioning season."

Refund Kitty Protects Dealers Against Loss

Air conditioning sales depend largely on weather — and salesmanship. Mitchell's distributor-dealer fund encourages orders before start of an unpredictable selling season.

BY DAVID J. ATCHISON

For each air conditioner shipped to dealers and distributors between Nov. 1, 1954, and Aug. 31, 1955, Mitchell Manufacturing Co., Chicago, is placing \$3 in a special refund account.

By September 15 each distributor and dealer will have reported on special inventory forms supplied by the company the number of Mitchell air conditioners on hand. Total amount in the kitty will be divided by the number of unsold units as of that date to determine the amount of the refund on each unit.

Refund checks will be mailed October 15.

This Dealer-Distributor Protection

Plan is a repeat of the sales insurance plan tried out in 1954. It enables distributors and dealers to put into effect end-of-summer price cuts without loss, according to Eugene A. Tracey, the firm's general manager, and vice-president, Air Conditioning Division. It is expected to help better 1954 sales, up 30% over 1953.

Before making the end-of-season payments last year, Mitchell asked Price Waterhouse & Co., Certified Public Accountants, to send representatives on surprise visits to a number of dealers and distributors. Purpose: to verify the number of unsold units reported on the inventory forms.

Their report: "We have satisfied ourselves that, on the basis of the inventory quantities shown by such reports, the position of the reserve for dealer-distributor protection allowable to unsold 1954 Mitchell air conditioners in the hands of eligible dealers and distributors as of Sept. 15, 1954, amounted to \$13.08 per unit, representing the amount payable for each unsold Mitchell air conditioner." The accounting firm will be retained to audit and compute payments to distributors and dealers this year.

Orders Doubled

Months before the 1954 season began, President Bernard A. Mitchell, with Advertising Manager Howard Haas, Service Manager Howard Schroeder and Tracey, presented the plan at sales meetings on a four-week, coast-to-coast trip. Result: Dealer-distributor audiences placed orders for more than 400,000 room air conditioners, twice the number placed during similar meetings the year before.

"We found that buying interest had reached an all-time high," Mitchell recalls. "Dealers now consider the room air conditioner almost a 'salvation' of the major appliance field—it is the only popularly accepted large-volume product which still has low consumer saturation. We estimate that only 3% of this country's homes and offices have air conditioners."

Mitchell executives discovered that dealers who had sold air conditioners in 1953 were eager to push them more actively in 1954; that those not carrying them felt they had missed a fine opportunity for profits. "Dealers told me they needed room air conditioners to offset decreased sales of other major appliances," Mitchell says. Their realization that the Dealer-Distributor Protection Plan was designed to protect them against financial loss incident to unusually cool weather was an added incentive to place orders, he notes.

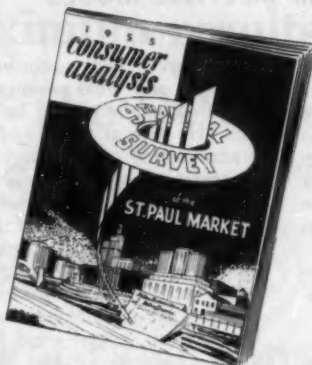
According to Tracey, dealers throughout the United States regard the insurance plan as a mutual protection. Cool weather in one region will be compensated by high temperatures in another part of the country.

With the advent of another "air conditioning season," Tracey believes that "our Dealer-Distributor Protection Plan is a sound investment in the future of the air conditioning industry, as well as an expression of faith in Mitchell dealers and distributors."

The End

NEW 1955 FACTS

About Brand Preferences
in St. Paul
NOW AVAILABLE!



WRITE FOR YOUR COPY
OF THE
9TH ANNUAL
ST. PAUL

CONSUMER ANALYSIS

It's new . . . brand new . . . from cover to cover! And it's available NOW to advertisers and their agencies! The full o' facts 1955 St. Paul Consumer Analysis Survey will tell you exactly how the 427,000* buy-minded people in the St. Paul "half" of the nation's 13th market indicate their acceptance of *your* product!

This exhaustive 192-page study is chock full of the facts you want to know about brand preferences and buying habits in the St. Paul market . . . where Dispatch-Pioneer Press readers keep retail cash registers jingling to the tune of \$554 million a year*!

For your copy, contact your Ridder-Johns representative or write, using your company letterhead, to Consumer Analysis, Dept. D.

*May 10, 1954 Sales Management Survey of Buying Power.

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

•
• REPRESENTATIVES
• RIDDER-JOHNS, INC.
• NEW YORK - CHICAGO - DETROIT
• SAN FRANCISCO - LOS ANGELES
• ST. PAUL - MINNEAPOLIS
•

Eight Ways Manufacturers' Reps Can Help You Increase Sales

Put the skills and talents of the man-in-the-field to work for you, advise two experienced representatives. How many of their "eight ways" are you applying in your company?

BY SYLVAN AND MELVILLE MOSES

The first step in making the most of the abilities of the manufacturer representative, we believe, is to give him an opportunity to express his ideas. This means periodically bringing him in from the field and taking him into your confidence. He will be more likely to volunteer suggestions if he knows you want them.

Here are some additional suggestions, drawn from our own experience:

1. Take him on a thorough, unhurried tour of your plant. When you engage a manufacturer representative, invite him as soon as possible to go through your plant so he will be thoroughly acquainted with how your product is made. When you introduce a new product, make changes in an old one or revise your production methods, bring him back for a "refresher" tour.

Unless he fully understands how your product is made, he will find it difficult to answer customers' questions effectively; he will not be able to discuss your production problems intelligently with you.

2. Confer with him whenever possible in planning programs. It is helpful for your representative to participate from the beginning in plans for sales campaigns. He may have valuable ideas about the most effective on-the-spot approach to the customers in his area, may prevent you from making costly mistakes. Likewise, he will be able to carry through more efficiently in the field because he is thoroughly acquainted with every detail of your sales program.

3. Ask for his suggestions on advertising and public relations programs. The manufacturer representative does not claim to know more than advertising and public relations agencies about professional techniques, but he does know what approach appeals to

store buyers and customers in his territory, and what your competitors are doing in the way of local promotion. He sees at first hand the programs carried out by every company he represents and can pass judgment on final results.

When he sees a successful program in one section of his territory, he passes the idea along to customers in other areas or to his manufacturers. Because he handles several related lines, he can suggest—and implement—tie-in advertising and promotions that cut costs and produce more profitable results for the manufacturers.

For example, Chas. D. Briddell, Inc., Crisfield, Md., manufacturer of Carvel Hall cutlery, credits us with a valuable "assist" in planning this spring's advertising campaign. We were invited to meet with the company's sales officials and its advertising agency to go over proposed advertisements. One was captioned: "Only Carvel Hall dares GUARANTEE blades for life."

We agreed that it was a strong

advertisement but said that it might not appeal to the housewife because it did not tell her—in clear language—exactly what the product would do for her. After some discussion, the matter was put to a vote among 17 married secretaries in the agency office. They looked at half a dozen unidentified captions; 95% picked a caption written on the spot in line with our suggestion. This caption, "Now . . . a knife for every need," is being used. It has been placed at the top of the advertisement, which shows a five-piece "Homemaker" carving set in a kitchen setting. Carvel's lifetime guarantee is less prominently displayed.

Thomas H. Briddell, the company's vice-president, sales, says that this incident points up the fact that field men often have the "basic approach."

4. Seek your sales representative's advice in developing new products. He is in a valuable position to work with you in planning new products or improving old ones. As he covers his territory, he talks to buyers, learns their wants and needs. He knows the past record of similar products and why those products succeeded or failed.

Six years ago Myron Piker, vice-president, Hamilton Metal Products Co., Hamilton, O., faced the problem of how to develop a new product for his line of metal tool

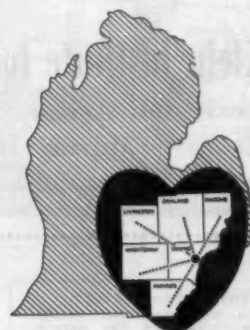
The Moses Brothers

Sylvan and Melville Moses have spent most of their lives in the hardware-housewares field. Their interest in it began in 1918 when they assumed operation of their father's general store in Highland Park, Ill. A large section of the store was devoted to housewares.

In 1924, the brothers launched and operated successfully the first factory for rebuilding vacuum cleaners. The plant was soon expanded to include production of new cleaners and other appliances.

A few years later they disposed of the manufacturing business, became distributors for a number of products, including housewares. Today their basic sales force of 20, representing national housewares manufacturers in 13 midwestern states, is the largest in that area.

—don't shortchange
a good advertising program—
—give it a chance to
produce maximum results
by including The Detroit Times
—daily and Sunday—
with its 1,350,000
Detroit market area consumers
who spend
TWO BILLION DOLLARS
annually in the
retail
establishments
of the
Detroit area—



**IN THE HEART OF
THE MICHIGAN MARKET**
(Detroit Retail Trading Area)

**ONE newspaper is not enough
—you need TWO. ONE OF
Them Is The Detroit Times.**

* REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

Ask for
News letter on

SALES APTITUDE TESTS

No Cost

No Obligation

"Methods and Instruments in Sales Aptitude Testing"

by

Robert G. Bernreuter, Ph.D.

Technical Director of
The Klein Institute for
Aptitude Testing, Inc.

Author of the "Bernreuter
Personality Inventory"

Professor of Psychology
Pennsylvania State College

Write or Phone:

The Klein Institute for Aptitude Testing, Inc.
420 Lexington Avenue New York 17, N. Y.
Murray Hill 3-5171

Coming Soon

"Six Challenges for Sales Executives"

by John F. Bender, PhD

boxes and tackle boxes without spending huge sums for tools and dies. The firm asked us to study the problem, too. We suggested making a slight change in the cover of one of the utility boxes, and using it with the bottom of a different model utility box. Result: a new product that required only one new die. That box became one of the most copied in the field and now makes up a good portion of the box volume for the entire industry.

Without knowing what our buyers wanted in the way of price, appearance, size, etc., we could not have helped the company in this way.

5. **Have your manufacturer representative pretest your products in the field.** A good way is to have him show prototypes of new items to key wholesalers and retailers. Results of such advance on-the-spot market research often help in determining the final form products take. Or, if an item already in production isn't moving as quickly as it should, your representative can learn at first hand the reasons for poor sales and suggest improvements. He knows that important buyers will give him invaluable aid which, in the long run, means increased sales.

6. **Ask his advice on packaging.** Your representative can help you pretest packaging as well as products. If the color is wrong for good display purposes, or the package isn't sturdy enough to stand up under rough handling, chances are he'll soon know it. And he usually knows what your competitors are doing to make their packages stand out on store shelves.

A case in point is The Buxbaum Co., Canton, O., manufacturers of Carpetreds. Not long ago, Vice-President Leonard Narens decided to take advantage of the do-it-yourself trend by offering packages of 12 treads together with the necessary tacks, paste and paste-spreader. An illustrated display carton was designed to show the ease of installing Carpetreds. We helped to pretest the package in the field. Within a short time we learned that the carton had limited display value and was too weak structurally. The company then redesigned the carton to give it greater strength and to make it an attractive point-of-purchase display piece.

7. **Ask your manufacturer representative for recommendations in setting up your price structure.** His intimate knowledge of conditions in the field may be a help to you in solving pricing problems. He gener-

Selling in Depth

"American industry needs more than product selling in these times. To the ever-growing sophisticated and urban masses . . . it is good business sense to relate product to the company that makes it, and the men who run it, to the ideals that inspire it, to the research that stands behind it, and the organization that serves it."

Sylvester L. Weaver, Jr.,
president,
National Broadcasting Co.

ally knows what the effect of a price increase or decrease will be—and how you stand competition-wise. He may advise you not to enter a certain market with a product of comparatively high cost or with a "cheap" item. He knows a great deal about the people in his territory, their tastes, what they will buy and how much money they have to spend.

When we were retained by the Ballonoff Metal Products Co., Cleveland, in 1939, we were asked by Irv Ballonoff for advice on setting up a new price structure. This involved establishing a basis for pricing the company's merchandise in relation to various categories and classes of trade. The resulting price structure proved to be so practical that there have been few changes since it first went into effect.

8. Let your representative help you keep up-to-date on business trends in his territory. He can help you spot a business trend in his area long before it is reflected in sales figures. He can warn you of local "recessions" due to factory shut-downs or crop failures. He also knows when the development of a new industry will mean a local "boom." The manufacturer representative often carries a variety of products designed for low-, medium- and high-price markets. He is quick to detect sales trends in one market which may be reflected in another at a later date. This advance knowledge can be exploited by every manufacturer he represents.

The modern manufacturer representative has built a reputation for being more than a salesman. It is certainly to your advantage, we feel, to recognize his capabilities—to make him a vital part of your organization. By working more effectively with him, you are strengthening your position in today's competitive market and laying a solid foundation for future progress.

The End

APRIL 1, 1955

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest

Mink... for incentive charm



If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue "Furs in the News." As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.

VICTOR ASSELIN FUR, INC.
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A SALES MANAGEMENT TEAM

General Sales Manager and Assistant Sales Manager with several years of experience working together—42 and 37 years old respectively — College background — Industrial Sales primarily—Experienced in all functions of Sales Management—Sales, Budgets, Advertising and Promotion, Sales Training, Market Research, etc.—Direct and Jobbing Sales — A complete sales management package — Details given on request. Box No. 3110.

MAKE 'EM LAUGH!

Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Mottos" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.

FREDERICK E. GYMER
2121 E. 9th St. Cleveland 15, Ohio



USING A SIMILAR taste-test demonstration to that used to convince wholesalers and retailers to accept the new evaporated milk, Foremost helped create demand by letting shoppers sample product.

Taste-Test Demonstration Introduces New Canned Milk

Using a five-minute buyer-participation approach, Foremost Dairies had its new Fresh Tasting Evaporated Milk accepted by 75% of wholesale buyers and by 85% of retailers . . . on the first call . . . and in 5 minutes.

**Based on an Interview with
HERBERT BULL • Sales Manager, Foremost Sales Corp.**

Last fall wives of leading wholesale and chain store food buyers in nine San Francisco Bay area counties received gift packages. Contents turned out to be two cans of a new kind of evaporated milk—Foremost Fresh-Tasting. A message from Jack Mailliard III of Mailliard & Schmiedell, brokerage firm handling the product, suggested that the wives have their husbands sample it, too.

Three days later, Foremost and

M & S sales representatives called on the husbands.

"We'd like you to try the first new development in evaporated milk in 65 years," they said.

From a neat fiber kit they took a quart size thermos flask of cold water, a can opener, paper cups, spoons, paper napkins, and placed them beside a can of Foremost. Then they asked, "What brand would you like to compare it with?" When the buyer

had named his favorite competing brand, he was asked, "Will you try it cut with water? Or whole?"

As the Foremost can was punctured for pouring, the representative leading the demonstration drew attention to these sales features: selling story on the label; easy-opening can—with an ordinary beverage can opener; unlike other milk cans, this is a rim-type.

He pointed to the milk. It was white—looked like fresh milk. He compared the color with that of ordinary canned evaporated milk.

Next, the prospect was invited to sniff the sweet smell of Foremost and compare it with the "definitely cooked odor" of the other. Then came the tasting—diluted one-to-one with water, and straight—and comparison of Foremost with the competing brand.

As he tasted and compared, the buyer was told that the new evaporated is exclusive with Foremost, the only fresh-process product of its kind on the market; that consumer research showed it to have mass appeal—"immediate appeal" to all families who (1) use evaporated milk and (2) don't like the ordinary kind; that it is due for "certain popularity—because it looks, smells, tastes fresh;" that its potential is unlimited because "Foremost Fresh-Tasting Evaporated Milk makes every other evaporated milk obsolete."

The presentation took less than five minutes. The surprised buyers, used to lengthier introductions of new products, responded with equally quick decisions: 75% accepted the new product for distribution then and there. They were informed that consumers would hear of it through newspapers, point-of-purchase, car cards, direct mail and radio and television, as would their dealers.

Simultaneously, retailers were given the same kind of presentation. Response was even better than from wholesalers. Foremost and its broker representatives made calls on food store operators at the rate of eight a day. Seven, or between 80% and 85%, took on the product at the first demonstration.

The introductory campaign in the San Francisco Bay area test market began October 4 and ran for the entire month. Within four weeks distribution was considered complete enough to start consumer advertising. First public announcement of Foremost Fresh-Tasting Evaporated Milk broke November 2.

Explains Foremost Sales Manager Herbert Bull: "Ordinarily, manufacturers of a food product allow between six and seven weeks for build-

To sell more where more is sold it's **FIRST 3 FIRST**

One of every four consumer units residing in the 3 compact city and suburban markets of New York, Chicago and Philadelphia earns \$6000 or more per year—62% greater than the average for the remainder of the U. S. This super-abundance of buying power provides the basis for the average 3-market family to spend 5% more for Drugs, 31% more for Food, 33% more for Furniture, Furnishings and Appliances and 103% more for Apparel than the average family in the rest of the nation.

In these concentrated, most profitable sales areas, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. Therefore, your advertising sells *more* merchandise when you use First 3 Markets Group to blanket the great city and suburban areas of New York, Chicago and Philadelphia. In these top markets there is no substitute for FIRST 3 MARKETS' more than 3-of-every-5 family coverage. To make your advertising sell *more* where *more* is sold ... it's FIRST 3 FIRST.

Circulation in excess of 6,000,000.



The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News
Colorado Magazine
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Magazine
Philadelphia Sunday Inquirer
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New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4884 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-8557

Look Beyond Housing Boom for Bigger Building Products Market

Building industry editors find nation's opportunity-alert sales managers studying readily apparent light construction building trends in mapping sales and advertising plans.

A new school room needed every five minutes to catch up and keep pace with existing demand!

Thousands of new light commercial buildings required to follow home building's trend into the suburbs and beyond them!

Other thousands of new industrial plants being located convenient to outmoving labor pools!

2,500 to 2,600 motels and luxury motor courts being built annually to house a nation on the move!

All of the foregoing building activities, the editors of *Practical Builder* and *Building Supply News* point out, are but stepping-stones to what economists predict for 1960: The biggest population increase in all time and a housing boom of comparable proportions.

Pointing up the staggering need for new and vastly expanded school facilities, Douglas Whitlock, counsel for the Structural Clay Products Institute, quotes the Association of College Administrative Officers to the effect that, "To meet the existing need for facilities in which to educate our young people, it will be necessary to build a classroom every 10 minutes. If we are to 'catch up' and meet the anticipated demand for the next five years, we will need a classroom every five minutes—24 hours of the day!"

Stores and Offices Needed

In relation to housing, store and office facilities have lagged far behind their normal potential. The primary postwar need was housing, and all conditions governing home ownership were extremely favorable. Now, according to real estate analyst, Roy Wenzlick, a commercial building boom that will dwarf the previous annual volume is already asserting itself.

There is an additional expanding volume of modernizing, air conditioning and general up-grading of existing stores.

And, tremendous commercial building activity is to be found in literally thousands of new shopping centers.

Industrial Decentralization

We've been reading and writing for years about decentralizing industry. Today this decentralization is

being forced by the shift of homemaking into the suburbs and beyond them. As people move farther and farther out from established centers, industry is being forced to relocate for the convenience of its labor supply. As confidence in the business future grows, industrial expansion and relocation are being accelerated.

The worker's demand for modern, roomy, light and well ventilated working conditions, readily accessible to his dwelling place, is speeding this decentralization.

As of now, *Practical Builder* and *Building Supply News* editors point out, the lag in industrial building has been erased. By 1975 (within the next two decades) it is estimated that half a trillion dollars will need to be invested in new industrial plants and equipment.

Motor Courts and Motels

Another almost uncharted area for building products sales, is the sprawling motor-court and motel market that has already experienced a 150% boom since 1945.

Strategically located in relation to major highways, modern in design, luxury built and expertly managed, these answers to the need of an increasingly mobile America spell big business for the building products manufacturer and the builder.

Johns-Manville economist, Harold Berlin, predicts that the construction industry will contribute one-sixth of our gross national product total in 1955. This means a construction market of \$60 billion. Nearly \$40 billion of this is light construction, and since new residential building will account for only \$15 billion, the tremendous importance of the non-residential, and the modernization and repair markets should be easily apparent to men responsible for their companies' sales and advertising plans for the months to come.

Meanwhile, home building continues to maintain an impressive pace. And in the face of many foreboding observations, it is well to heed the analysis of George Cline Smith, F. W. Dodge economist, that today's private construction boom is still only 75% as high as the 1926 peak!

ing up enough distribution to justify consumer advertising."

Smoothly working campaigns like this are never "luck." Ray Yoder, who heads Foremost's Manufactured Products Division; Eugene Robertson, advertising manager; Sales Manager Bull; H. R. Ohleyer of Weiner, Ohleyer, Reynolds & Baker, San Francisco, the company's advertising agency, and others, all played an important part in the planning stages.

Main problem: To persuade wholesalers, retailers and consumers that Foremost's evaporated milk is in a class by itself. Without going into technical detail, how could the company get across the fact that a new method of processing actually makes this evaporated taste so much like fresh milk that only a keen palate can tell the difference? Obviously, the answer was: Get people to taste it.

No. 2 problem: habit. Canned milk is in what Foremost executives call the loyalty category. People who have raised their babies on A or B brand just keep on using it.

No. 3 problem: The Foremost name, known to consumers in some sections of the country, was unfamiliar on the West Coast. Company headquarters were established in San Francisco after Foremost Dairies merged with Golden State Co., Ltd., but the evaporated milk was the first manufactured Foremost product to be promoted in California.

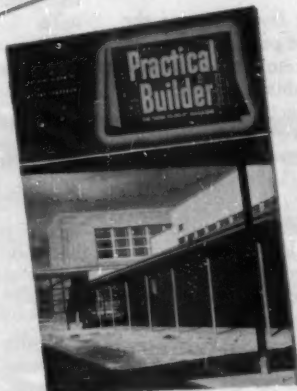
New Uses

Research done for the company in August by an independent agency provided a working basis for the introductory campaign and subsequent promotion. The survey report indicated that the product should be merchandised as an evaporated milk, not in competition with fresh milk, but on the basis of new uses. For example, as a topping for desserts; for drinking.

This evaporated milk can be whipped, served undiluted in place of half-and-half, or cut one-to-one and served like milk. Therefore, the company felt it could be introduced as the first all-purpose milk of its type.

The advertising program was planned accordingly. Says Advertising Manager Robertson: "Check-ups have confirmed the validity of the survey findings."

Foremost sales executives, advertising and promotion heads staged a preview of the introductory presentation with Mailliard & Schmiedell executives and salesmen. It was decided that the basic selling points were: (1) a superior package; (2) a unique, exclusive product.



Says an Indiana advertiser
(name on request):

"We are most certainly impressed with the many requests for information about our product which have come to us through Practical Builder. And we are never too busy to let you know that we appreciate the interest of your builder-subscribers. We think PB does a splendid job of being practical in all phases of the home building field."

Let's get to the point:

It's the **BUILDERS**

who are **BUYERS**

No matter how thick you slice it, selling the light construction industry simmers down to this cold-cash fact: It's the builders who are buyers. Home buyers, realtors, mortgage men, yes, even architects, actually have little to do with determining type or make of building products. Their influence on purchases is small at best...and even then debatable. As **practical builder** has pointed out again and again, it is the builder who buys...with one eye on quality and installation cost and the other on keeping the final structure right price-wise. So if you don't reach builders, you don't reach buyers. That's the whole point...and the main one to consider in choosing media to reach the light construction market. PB offers you more builder-buying-power, more builder-circulation, more builder-readership, than any other publication. And, what's more, at the lowest cost. Get the point?



...of the light
construction industry

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

Market potential for a new evaporated milk was explored, the Foremost product described, the advertising program outlined, the pricing schedule examined.

The fiber sales kit, fitted with sales tools and six cans of Foremost evaporated milk, was prepared for the men who would stage the demonstrations. Instead of the usual portfolio of selling facts, they were given a 14" x 14" cue card, printed in blue and red on white. Sales presentation cues were in 12 lines of type under six sub-heads under the main head, "Fore-

most is First." The card fitted into the top of the kit.

During the first few weeks of the campaign, Foremost personnel worked with brokerage salesmen — for two reasons: (1) to obtain a first-hand picture of buyer reaction to the product and to the sales presentation; (2) to straighten out any snags in putting over the presentation or in making initial sales.

Of the advance samples to the wives of buyers Ray Yoder says: "That idea launched the product in a friendly atmosphere." Practically

every buyer called on in the test area had heard of the product from his wife.

The new milk, Sales Manager Bull reports, quickly became "one of the most talked-of products in the grocery trade in years," even before the advertising broke.

Introductory full-page copy in all five of the San Francisco-Oakland dailies stressed the "Tastes Fresh" theme and played up usage: "Use Foremost instead of 'cooked' evaporated milk." (For baking, for baby, in coffee.) And, "Use Foremost instead of fresh milk and cream." ("Really 'creams' cereals, fruits and desserts;" "whips rich;" "tastes fresh and delicious right in a glass—just add cold water").

Two TV announcements per week for the first eight weeks appeared on "Golden State Movie Time," an established company show. Other TV advertising: a total of 66 participations on popular daytime shows. Saturation of the area's radio audiences was gained through 48 participations on leading home-service and personality shows during a six-week period; 500 one-minute spots.

Fact Sheets to TV

The company furnished product fact sheets to television and radio personalities who put together their own commercials. This approach, according to Grover Turnbow, company president, brought "effective results."

The advertising program also included a three-month (November, December, January) San Francisco car card schedule in 1,185 vehicles.

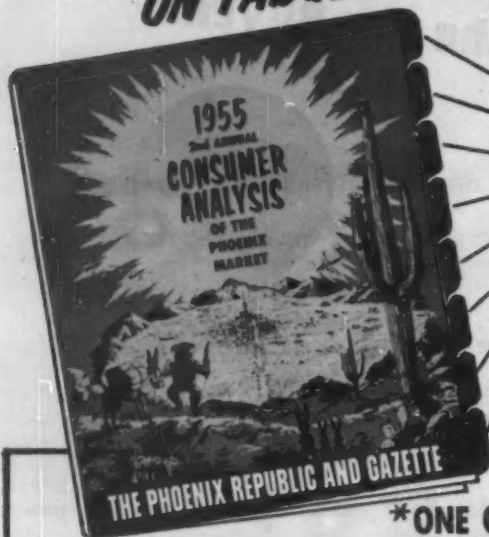
Dealers were queried as to point-of-purchase displays they would use. Findings led to creation of a cardboard device to hold small consumer fact folders and which could be taped to shelves. A shelf strip carried out the "Tastes Fresh" theme and pictured the package. A stock card did the same. Dealers were provided with advertising mats.

Trade and consumer acceptance in the introductory market was so satisfactory that the company quickly followed up with new areas.

Sales Manager Bull says: "As markets were added we found the job easier and easier. Wholesalers and retailers had got wind of the new product and were receptive. In some cases they had even experienced consumer demand. Our sales calls consequently were more effective than in our initial market."

The End

GET THE LATEST FACTS ON FABULOUS PHOENIX*



FOODS
SOAPS
TOILETRIES
BEVERAGES
HOMES, APPLIANCES
AUTOMOTIVE
GENERAL
MARKET DATA

*ONE OF AMERICA'S FASTEST GROWING MAJOR MARKETS

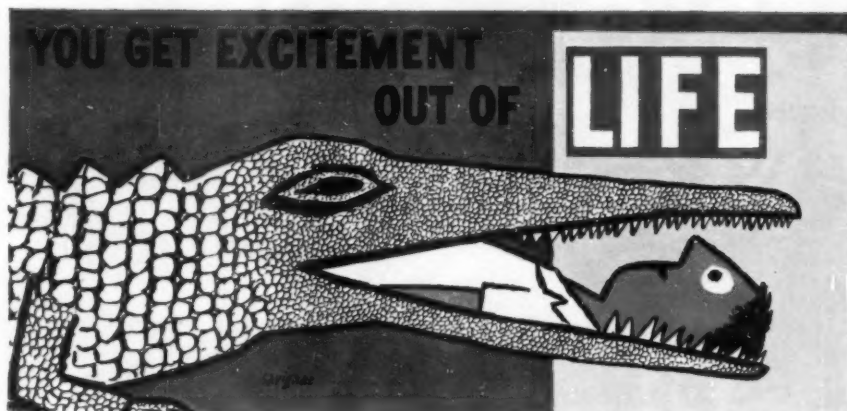
Here are the facts and figures you need for planning your sales and merchandising strategy in Metropolitan Phoenix, one of America's fastest growing major markets. This new, exhaustive survey of brand preferences and buying habits will tell you at a glance how your products — and your competitors' products — are selling in this market on the march. Send today for this invaluable material compiled by the research staff of the Phoenix Republic and Gazette — it's yours for the asking.

For free copy of the 1955 Consumer Analysis of the Phoenix Market, please write on your letterhead to—

THE PHOENIX REPUBLIC AND GAZETTE

PHOENIX, ARIZONA

National Representatives: Kelly-Smith Company



When Y&R-created posters won the two top awards (and nine others) in the 23rd National Competition and Exhibit of Outdoor Advertising Art, it was naturally a cause for pride.

But we're far prouder of the fact that Y&R-created advertising helped so many clients win 1954 sales increases.

That's the one prize we keep working for—year after year.

Young & Rubicam, Inc., Advertising

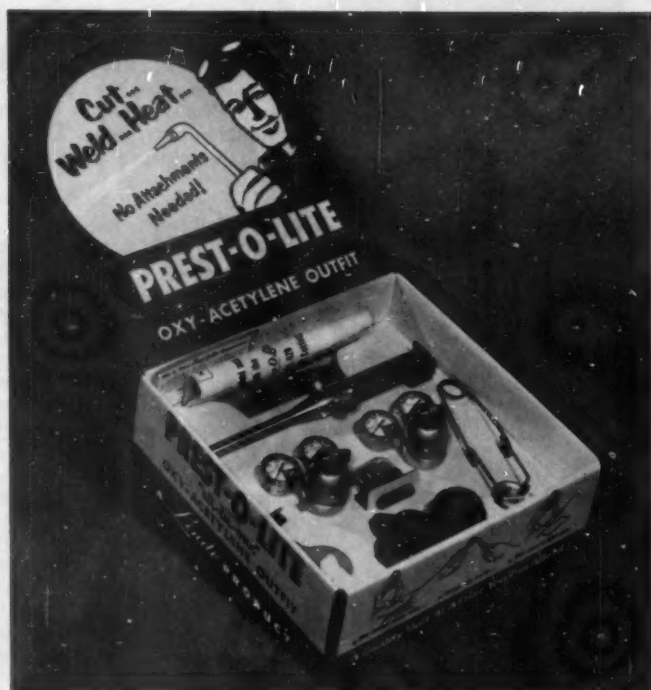
almost. Salesmen are fond of saying, "The most expensive sale is the one that you almost make." It's equally true of advertising. The prospects you pay to reach and don't convince are your biggest expense. That's why your dollar goes further in The Saturday Evening Post than in any other weekly magazine. It delivers more attention, more reader shopping*—more hits

and fewer misses. No almost about it, the Post gets to the heart of America.



A CURTIS MAGAZINE

*Readers say they pay more attention to advertising in the Post than in any other weekly magazine. (From the Measure of a Magazine)



COMBINED DISPLAY AND SHIPPING CASE: It contains everything a small user requires and it capitalizes on a famous Linde brand name.

Kit Opens Fringe Markets

Linde Air Products applies the "razor blade" principle of selling to an industrial product. It packages an inexpensive welding kit, promotes it to farmers and small shop owners. Results are increased sales of oxygen and acetylene.

Selling oxygen and acetylene is a basic part of the business of Linde Air Products Co., a division of Union Carbide and Carbon Corp., New York.

To increase the number of users of such gases for welding and cutting, and thus increase sales, the company last August began a campaign directed to this potentially large fringe market. Campaign featured an offer of a packaged, easily portable oxy-acetylene unit sold under Union Carbide's established brand name, "Prest-O-Lite." Sales have been double the quota set for the first six months.

Reasoning behind introduction of the "420 Welding and Cutting Outfit," as Linde terms it: Non-users of oxy-acetylene apparatus including

auto repair shops, garages, service stations, farms, sheet metal shops, small industrial plants, plumbing and heating contractors, and air-conditioning firms, could profitably use it, if it were available in compact, convenient, economical form. In addition, established users of standard welding equipment would welcome a second—and portable—outfit.

Before making a bid for this market, Linde designed equipment which would be as easy as possible to use. Result: a single blowpipe with interchangeable tips for both welding and cutting. The new, unconventional device was purposely kept small—overall length only 13¼ inches—for use in cramped quarters; weight, 17 ounces; shipping weight of the entire

outfit—blowpipe, one cutting tip, three welding tips, goggles, pressure regulators, friction lighter, hose, wrench, and full instructions—only nine pounds.

Another major advantage is the price, \$76.50, as against the \$100 or more for comparable equipment of conventional design. Within its range the new unit can do the same work as the more expensive standard equipment.

The package was designed by Robert G. Neubauer for double duty: To serve as a shipping container and, when opened, a point-of-purchase display. Its colors are coordinated with those of other Linde display material—red, yellow, black and white—and its design incorporates a sketch of the head of a young man, a typical "clean-cut, American worker," widely used in Linde advertising.

Distributors and Jobbers

The kit is sold only through Linde's established distributor and jobber organization of independent merchants. The distributors sell industrial gases, apparatus, supplies, and accessories; they are welding specialists. The jobbers are in various fields and include mill, plumbing and refrigeration supply houses; they do not sell gases.

When the 420 Outfit was announced last summer, letters went to all jobbers and distributors, citing the advantages of the product, pointing out that it would stimulate sales of repeat products: oxygen, acetylene, welding rods, and other supplies and accessories. The forthcoming advertising campaign for the product was outlined, promotional material sent out.

Also sent out were portfolios of samples and descriptions of the promotional materials which include sales folders (envelope stuffers, with space for dealer imprint); catalog pages; banners for store and delivery truck; easel display; mats for local advertising; copy for direct mail. There were news releases for local papers, with opening paragraph telling of the "first shipment in the state" of a "new and different" oxy-acetylene outfit that "welds, cuts, heats, and brazes without attachments," and a suggested quote from the local distributor; one release bearing a headline referring to the unit for farm use, and another for industrial repair use.

Among selling aids sent to outlets was a capsule course in salesmanship, angled to the "Prest-O-Lite kit." It outlined the familiar six steps of successful selling, each step illustrated by

WHBF
CBS FOR THE QUAD-CITIES

**"Your Best Buy
Since 1925"**

As one of the nation's pioneer stations, WHBF radio has for 30 years progressed with the desires of its growing audience . . . WHBF-TV since 1950. Both offer you the experience, power, popularity and audience for successful selling in the prosperous Quad-City market.

LES JOHNSON, Vice President & General Manager



one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 145 Standard Metro. County Areas.

WHBF CBS FOR THE QUAD-CITIES
AM • TV -- ROCK ISLAND

Call AVERY-KNODEL — New York, Chicago, Detroit

Part of a Series

**What's on the
Space Buyer's mind?**

INCOME? RETAIL SALES?

Sure, both are important, but non-statistical factors are important, too! And they can only be accurately weighed by competent, imaginative space buying know-how.

Markets are people who vary as widely in receptiveness to ideas as they do in buying power. Alert, progressive, civic-minded people are tops in advertising receptiveness. And when they are largely solid, middle class, able-to-buy "American Way of Life" families, the market they represent is tops in advertising-responsiveness.

Roanoke is such a market! General Electric officials rated it "Outstanding in Community Character and Fine Progressive Spirit", in selecting Roanoke for their new plant.

Roanoke's outstanding newspapers exemplify, as well as dominate, this active, stable "first" market of western Virginia and its 500,000 plus "golden mean" population.

**THE ROANOKE TIMES
THE ROANOKE WORLD-NEWS**
ROANOKE, VIRGINIA

... a demonstrated IDEAL TEST MARKET!

Write for new folder, describing the Roanoke Market Development Plan to: **James P. Johnson • W. W. Wachtel • The National Business Development Co. 42 St., N.Y. 17.**

an amusing drawing. Example: Illustration of the fourth step, "Make a Specific Proposal," shows a welding supply man holding the open kit for the welder's inspection. In the drawing for the fifth step, "Close the Order," the salesman holds an order for the welder to sign.

Another circular was a capsule course in direct mail selling. It pointed out the value of saving a salesman's selling time by using direct mail to locate and presell prospects. Headings of the paragraphs: Set a Target; Plan Each Mailing; What's In It for Your Customer?; Prove Your Claim; Get Action; A Good List Is Your Best Asset; Here's What to Send (post cards, sales letter folders, catalog pages).

When the 420 Outfit was put on the market, it was immediately supported by magazine advertising in fields in which the product might meet ready acceptance. Example: *Farm Journal*, *Popular Mechanics Magazine*, *Popular Science Monthly*, *Motor*, *Plumbing and Heating Business*, *Commercial Refrigeration and Air Conditioning*. To dramatize this campaign to jobbers and distributors, Linde keeps reminding them of the impact of the sales messages, totaling more than 18,894,882 over a four-month period.

The End

Not Enough Salesmen

"There are not enough salesmen (about 3,800,000 now) to do the job necessary in the present economy and it will hinder our natural progress and expansion if we fail to develop and train the necessary men to do the marketing job of the future.

"Selling as an occupation in the next two decades will provide almost limitless opportunity for young men because America has ahead of it an era of unprecedented economic expansion.

"In that time, our increasingly efficient production facilities will be turning out even greater amounts of goods, placing even more importance on selling which will be like the hub of the distribution wheel."

W. W. Wachtel, president, Calvert Distillers Corp., before an executive sales training session of the Buffalo Junior C. of C.

Sales Incentive Library New Aid to Executives

Campaigns, contest
ideas in selected busi-
ness collection

The new New York offices of Cappel, MacDonald & Co., merchandise incentive house, feature what can be a valuable aid to sales executives—a library of sales incentive campaigns. Among the 800 to 1,000 campaigns and campaign ideas in the library are selected sales contests of 50 basic industries, fully cross-indexed and broken down into contests for dealer, distributor and company salesmen.

Chosen from thousands of campaigns conducted by Cappel, MacDonald during its 32 years of operation, the items in the library are especially valuable as sources for case histories, tested incentive plans, contest themes, successful contest rules, travel campaigns and campaign promotional material.

The library also has a variety of C-M's standard campaign literature and forms. Little more than imprinting them with company name and product is required to launch a full-fledged sales contest.

Film Strips, Too

The firm also has an indexed library of approximately 30 film strips which have been used to announce sales campaigns.

"The sales executive who chooses to use the library," says S. H. Lebensburger, C-M vice-president, "can almost invariably find several campaigns in a related industry which parallel his goal and his budget, the size of his sales force and the type of sales organization—whether distributor, dealer or company. In addition, he is practically certain to find ideas, slogans and themes used in other industries which can be adapted easily to his specific needs.

"The library," continues Lebensburger, "can be a fountain of inspiration and information to the sales manager who runs a contest only occasionally. Veteran users of contests also will find the library helpful in assisting them to dream up new twists to spark sales."

The volumes are giant scrapbooks in which the campaign literature has been mounted. A large table in the room makes it convenient to page leisurely through the books.



198,061 love letters from the land where TV means "T'aint Visible"*



BIG AGGIE LAND



Well, not exactly love letters, but the next best thing. You see, during 1954 WNAX-570 received a whopping total of 198,061 pieces of mail — 141,870 of which were specifically addressed to local commercial programs. That is positive proof of active listener response!

This mail came from all over Big Aggie Land, and beyond. A total of 439 counties in 8 states responded including the Big Aggie States of Iowa, Nebraska, the Dakotas and Minnesota — plus Wisconsin, Montana and Wyoming. Not audited by counties, but included, was mail from Illinois, Kansas and Missouri as well as 3 provinces in Canada.

Such an overwhelming testimonial of affection makes the WNAX-570 talent team and program director blush with joy. They know the 660,950 rural and medium-to-small town families in Big Aggie Land have definite ideas about radio entertainment. And these batches of mail tell them they are giving the listeners what they want.

Translated into advertising importance, that means WNAX-570 gives national advertisers what they want, too. Programs people like and listen to — popular shows that sell. Your Katz man will line you up.

* TV Penetration National—67%
Big Aggie Land 76%
Radio Penetration Big Aggie Land—37%



WNAX-570

Yankton, South Dakota

A Cowles Station. Don D. Sullivan, Advertising Director. Under the same management as KTVY Channel 9, Sioux City — Iowa's 2nd largest market. CBS Radio

SALISBURY

North Carolina

- Center of Industrial Carolina.
- Major Consumer Market, served by one, and ONLY ONE NEWSPAPER . . . The Salisbury POST . . . at ONE LOW COST.
- Generous merchandising support.



Salisbury, North Carolina



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only 1/2 the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



EXECUTIVE SHIFTS IN THE SALES WORLD

California Oil Co. . . .

B. W. Pickard to president, from assistant general sales manager. The company is the East Coast subsidiary of Standard Oil of California.

Chrysler Corp. . . .

Bruce K. Steele to director of sales, Plymouth Division.

Continental Steel Corp. . . .

Edmond P. Severns to president, from v-p and general manager.

Detroit-Michigan Stove Co. . . .

John M. Storm to sales manager, Domestic Sales Division.

Duff-Norton Co. . . .

James F. McCartney, general sales manager, to a v-p. The company makes lifting-jacks.

Durez Plastics & Chemicals, Inc. . . .

Frank C. Rowley to sales manager, Molding Compound Division.

Esso Standard Oil Co. . . .

Bronce L. Ray, general manager of marketing, to a v-p and member of the executive committee.

Flexonics Corp. . . .

Thomas K. Wells to v-p in charge of sales, from general sales manager.

Freuhauf Trailer Co. . . .

Wallace N. Barker to executive v-p.

The Greist Mfg. Co. . . .

Pelton Phelps to general sales manager. The company makes home sewing machine attachments.

Hamilton Metal Products Co. . . .

Irving Chernow to general sales manager.

Heller Brothers Co. . . .

A. M. Thomas to director of sales. The company manufactures files and hand tools.

The Humphries Mfg. Co. . . .

Maurice H. Verecke to general sales manager.

International Business Machines Corp. . . .

Paul S. Wells to sales manager, Time Equipment Division.

Byron Jackson Co. . . .

Norman D. Jesse to v-p in charge of sales, services and branches, the Pump Division.

Jones & Laughlin Steel Corp. . . .

Charles M. Merritt to general manager of sales.

The Kendall Co. . . .

H. F. Barnard to sales manager, The Kendall Mills Division.

Koppers Co., Inc. . . .

W. F. Munnikhuyzen to chairman of the board, from executive v-p; Fred C. Foy to president and chief executive officer.

Frank H. Lee Co. . . .

Richard G. Williams to v-p in charge of sales and advertising.

Lever Brothers Co. . . .

T. E. Hicks to marketing v-p, Pepsodent Division.

Master Rule Mfg. Co. . . .

Jon Kenkel to sales manager.

The Mentholatum Co. . . .

Albert Taylor Hyde to president.

Micamold Radio Corp. . . .

Alfred Gartner to v-p in charge of sales, from sales manager.

Minneapolis-Honeywell Regulator Co. . . .

Jerome F. Cumiskey to market development manager, Commercial Division.

Minnesota Mining & Mfg. Co. . . .

Louis F. Weyand, executive v-p and a director, to sales director. Started with 3M as a salesman in 1915.

National Broach and Machine Co. . . .

D. Pierson Smith to v-p, sales.

Noxema Chemical Co. . . .

Norbert A. Witt to v-p in charge of sales.

Remington Records, Inc. . . .

Robert Ascue to national sales manager.

Sylvania Electric Products Inc. . . .

Myles S. Gaythwaite to director of sales management development.

Thor Corp. . . .

Paul J. Buchen to general sales manager.

United States Rubber Co. . . .

Edward T. Day to general sales manager, Mechanical Goods Division.

Utica Drop Forge & Tool Corp. . . .

Frank L. Marshall to sales manager, Tool Division.

Winthrop-Stearns, Inc. . . .

Elmer S. Bulkley to manager, field sales operations.

Worcester Pressed Steel Co. . . .

John E. King to sales manager.

SALES MANAGEMENT

84%

of the radio families in Metropolitan Los Angeles listen to **KNX** each week! 45% listen in a single day!

For the first time, the leading stations in Los Angeles have an accurate measure of the number of different families listening during a day . . . during a week. ● The new CPA (Cumulative Pulse Audience) report for Los Angeles and Orange Counties' shows **KNX** reaches the greatest number of different families morning, afternoon and night, total day and total week!

more people than any other station!
people than any newspaper!
people than any magazine!

First in the West's First Market . . . **KNX RADIO**
LOS ANGELES • 50,000 WATTS • COLUMBIA OWNED



TABLE-USE PACKAGES with a partyish look are represented in this attention-getting cracker box design by Nabisco.



FAMILY RESEMBLANCE in design helps sales of related items in Crown Zellerbach's line of paper products.

THE GIFT-WRAP LOOK: A stock box with a gift dress is carried by Shadowline Lingerie. Old box on right.



Are You Capitalizing on 8 Trends In Today's Retail Packages?

BY FRANK GIANNINOTO*

Current success in wooing customers is reflected in new package design entrants and winners in the National Package Design Exhibition and Awards Competition, sponsored by the Package Designers Council. New packages reflect 8 trends:

1. Four-color illustrations: This year whenever the housewife steps into the super market she'll be surrounded by tempting four-color illustrations of food products, and less written description on can or carton. Instead, ideas for what-to-serve-with-it are suggested in large, mouth-watering photographs. For example: Mazola salad oil offers three differ-

ent four-color labels, illustrating a pie, a salad, and fried chicken.

2. Table-use packages: Nabisco

and Kroger are coming out with partyish-looking cracker boxes, attractive enough to put on the table. Golden Age Beverage Co., the Get Up Corp. and Nehi Corp. are using good-looking cans, the designs in tune with modern decor and the pres-

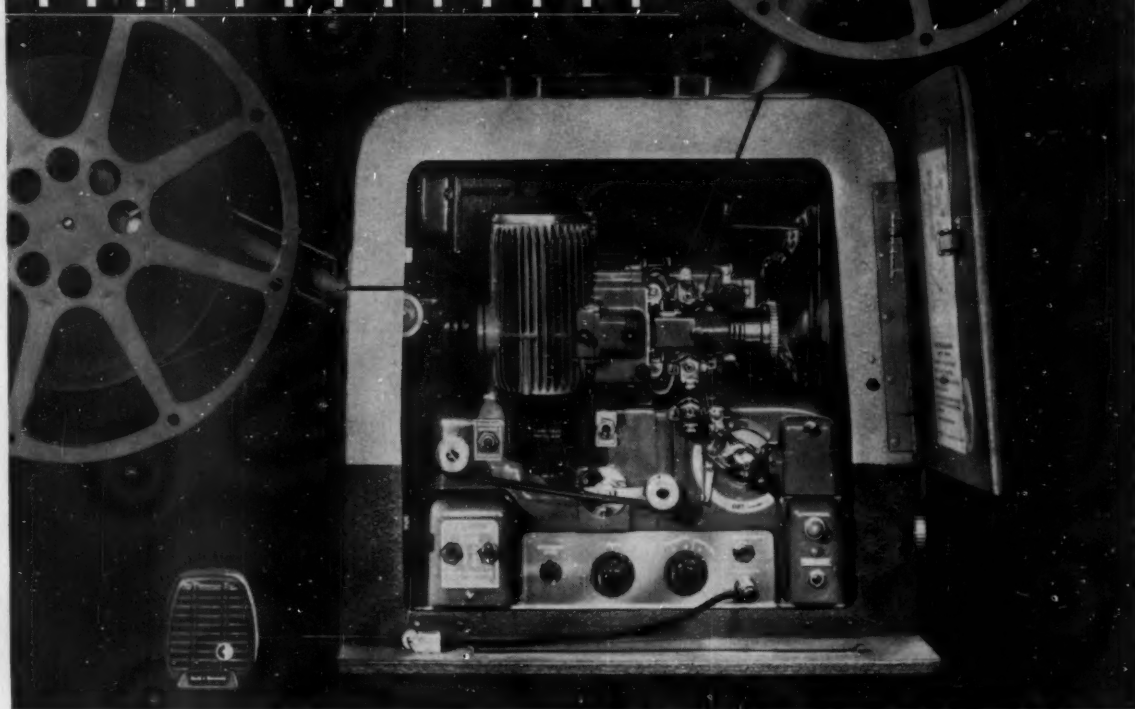
*The Man:

The author heads Frank Gianninoto & Associates, New York industrial and package design firm, and is president of Package Designers Council. Among his assignments: Elsie-Daisy, The Borden Co. trademark; Birds Eye frozen food packages; complete lines for the Diamond Match Co., Crown Zellerbach Corp.

The Organization:

Package Designers Council, founded in 1952, establishes standards of ethical conduct and professional practice for package designers, provides a medium for the exchange of ideas, and encourages and guides students interested in entering the field. The council awards annual fellowships in package design.

EXPERIENCE LEADS TO BELL & HOWELL



Bell & Howell Filmosound 202 Magnetic Recording Projector

How to make your sales movies talk like your best salesman

SOUND SELLS . . . when you add the persuasive power of spoken salesmanship to silent movies with Bell & Howell's Filmosound 202 projector. Its magnetic recording system makes it easy and inexpensive to put a sound track on any 16mm film with the projector itself. Just turn a knob, speak your piece, flick a switch . . . that's how simple it is to record and play back. The 202's wide acceptance as a versatile selling tool is your proof that experience leads to Bell & Howell!



SOUND "EDITOR" WORKS LIKE THIS. Want to re-record the entire script? Change a single word? Set switch on reverse (left), run film back to any given point and make revisions. Still picture clutch (right) stops mechanism on single frame, permits perfect synchronization of sound.



HONORARY
ACADEMY AWARD 1954
TO BELL & HOWELL FOR
47 YEARS OF PIONEERING
CONTRIBUTIONS TO THE
MOTION PICTURE INDUSTRY.



© A. N. P. A. S.



VERSATILITY AT YOUR FINGER TIPS

Recording and playing magnetic sound are but a notch apart on the sound selector knob. Turn clockwise for optical sound movies. Sound and silent operating speeds.

Write for free booklet, "Tips on Making Your Own Magnetic Sound Movies."

Bell & Howell 7190 McCormick Road
Chicago 45, Illinois

ent-day informal entertaining.

Bottles handsome enough for the dinner table, sideboard or dressing table are appearing, containing a variety of liquids from Scotch whiskey to hair oil and salad dressing. Puritas Waters Inc. dispenses spring water in a carafe by Owens-Illinois Glass Co. which tips for easy pouring. Decanters, such as Gourielli's Fourth Dimension toilet water bottles, and Brown-Forman Distillers Corporation's Old Forester bourbon flask, seem to be catching the public's fancy as collector's items.

3. Family-size packages: Bigger families and home freezers have brought about a trend to bulk buying. This trend shows up in a number of competition entries: Seapak Corporation's frozen fish cakes, four dozen to a carton; Crown Zellerbach Corporation's "Comfort" toilet tissue in a four-roll Family Pak.

4. Individual-pack packages: To some extent these reflect the growing interest in variety and bulk buying. The new Betty Crocker (General Mills, Inc.) "Pick a Pack" cereal

tray is a good example. In the tobacco field, such pocket-size cigar packages as "5-packs" put out by DWG Cigars are best-sellers.

5. The gift-wrap look: Department stores are credited with being partly responsible for the origin of the gift-wrap look. The cosmetic industry's outstanding gift and holiday wraps have had a marked influence.

As part of a coordinated design program for Shadowline lingerie, made by Shadowline Lingerie, Inc., our firm recently designed a stock box smaller specialty shops and retail outlets give to the customer with her purchase. Shops like it because it saves their own boxes; customers like it because it "looks gift-y." The brand name is on the box in an uncommercial, elegantly styled logo.

6. Prewrapped soft goods: Gift sets of sheets, pillow cases, blankets and towels for hostess, shower, trousseau and Christmas presents are moving merchandise in formerly slow departments and seasons. Cannon Mills, Inc., and J. P. Stevens & Co., Inc., are doing a job here; Sears, Roebuck & Company's Harmony House towel package demonstrates the widespread influence of prewrapping. Even handkerchiefs are being sold in cellophane packs of three.

7. The do-it-yourself mania: Self-service merchandising has made itself felt in the hardware store. American Cabinet Hardware Corporation's doorknobs and drawer pulls are dramatized in plastic containers; C. Hager & Sons Hinge Mfg. Co. puts out "Handy Hardware" assortments of nuts and bolts in plastic containers; Seaboard Seed Co. packs grass seed in a foil carton; Plantabbs Corporation's plant food tablets come in pinup dispenser.

8. Kits: A "Dinner Trio" package, which also serves as a dealer display container, houses three bottles — Taylor Wine Company's New York State burgundy, sauterne, and sherry. Abbott Laboratories has come up with a Baby's Treasure Book, filled with infant drug needs such as vitamins and baby aspirin. Cosmetic kits abound. Kits are expected to increase volume in camera accessories.

Another kind of related-item selling is suggested by the coordinated design treatment for a manufacturer's line. Example: the family-resemblance designs for Crown Zellerbach's paper towels, paper napkins and other home paper products. These stimulate sales by capitalizing on brand acceptance.

The End

the AUTOMOBILE INDUSTRY is wild about Sioux City Sue



It's not her personal appeal — chic chick that she is — it's her modern taste in transportation that endears Sioux City Sue to auto builders and their dealers. A glance at the Survey of Buying Power will tell you why — she spends \$100 million of her \$608 million income on cars every year. Another of Sue's ardent fans in the fellow at the filling station. She spends another yearly \$55 million with him.

A big reason for her generosity is KVTU. She watches Channel 9 faithfully and spends accordingly. If you want to join the other smart advertisers on her date list, see your Katz representative.



CBS ABC DUMONT

KVTU
Channel 9

Sioux City, Iowa

Serving Iowa's Second Largest market

A Cowles Station. Under the same management as WNAX-570, Yankton, South Dakota — in the land where radio reigns. Don D. Sullivan, Advertising Director.

AVIATION WEEK

SOARS TO NEW SPACE RECORD

Again in 1955, AVIATION WEEK's
First Quarter Linage Hits An
All-Time High!

1955 — *

1954	3520.16
1953	3440.29
1952	3248.07
1951	2541.95
1950	1680.92
1949	1526.22
1948	1342.77

*984 Advertising Pages
1955 First Quarter Record.
Other Figures Yearly Totals.

With a 1955 first quarter total of 984 pages*, AVIATION WEEK rings up an all-time aviation advertising record for total volume and business gained. This whopping figure compares with 1954's three-month mark of 870 pages, and reveals a smashing gain of 114 pages of advertising. Here is an AVIATION WEEK gain that exceeds the total gain of the next three aeronautical publications combined!

Why this ever-expanding and continuing trend to AVIATION WEEK? The answer lies in on-time, consistently dependable editorial intelligence—served up by the largest and most experienced staff of aviation specialists available today on any single magazine—delivered by aviation publishing's fastest schedule. Modern, high-speed web presses capable of printing 18,000 signatures each hour will soon be in service for AVIATION WEEK subscribers—thus insuring an even faster publishing service for our industry.



Subscribed to, Read, and Preferred by more aviation engineers and management men than any other publication.

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W. K. Kellogg



Dr. John Harvey Kellogg



C. W. Post

Successors to C. W. Post and the fabulous Kellogg brothers are still doing business in Battle Creek and the cereal business is sweeter than ever. They are adding to the world-wide renown of . . .

The City Built on Salesmanship

BY GERALD CARSON

Author, "The Old Country Store"

Detroit means cars. Grand Rapids means furniture. Pittsburgh means steel. Battle Creek, "the world's cereal bowl," means health and those tasty, crispy ready-to-eat flakes and pops which have revolutionized the U.S. breakfast pattern.

When the gentle breezes blow from the east end of town, home of the factories of the Post Cereals Division, General Foods Corp., and the Kellogg Co.—Battle Creek's long-time cereal giants—the whole city breathes in the entrancing smell of malt and dextrinized starches. A local joke goes:

First man: "I don't feel right—didn't eat my usual breakfast food this morning."

Second man: "I had mine—took a deep breath when I got up."

"That down-wind aroma—it's the most wonderful smell in the world!" asserts one Battle Creek enthusiast, who made a modest investment in the right cereal equities some years ago, and has lived not to regret it.

Was it geography, freight rates that put Battle Creek on the map as the "food city?" No.

Skilled labor force? No.

Local source of grain? No. Calhoun County, in which Battle Creek

is located, produces a mere "drop in the bucket" of the wheat needed by the cereal factories, only nominal amounts of the other grains used. Actually, Battle Creek is in the southern Michigan hay and dairy belt.

The answer: Salesmanship.

Battle Creek's greatest asset has been its human resources—men. For this is a city built upon salesmanship. The names of three men stand out, all great persuaders:

Dr. John Harvey Kellogg, surgeon-propagandist-promoter-inventor.

His younger brother, Will Keith Kellogg (the "W.K." so intimately associated in the public mind with Kellogg products and packages), a genius in business administration, finance and exploitation, who inspired a fanatic sales force with an almost religious sense of mission.

Charles W. Post, founder of the famed Post cereals empire, a shrewd industrialist and hypnotic advertiser, sometimes called "the father of modern advertising."

In the comfortable 1880's, Battle Creek had some 7,000 democratic residents and not a single millionaire. The town rocked along making threshing machines and steam pumps, flour, wagons and knit goods. It was just another provincial burg, with a German cornet band, an opera house, Vaporium ("the great \$1.50 catarrh remedy"), a growing sanitarium, and a young man in a hurry—Dr. John Harvey Kellogg.

What gave this city its special character was the religious-health-medical doctrine of the Seventh Day Adventists. For 50 years, Battle Creek was the world headquarters—the modern Jerusalem—of this aggressive, dedicated, fundamentalist society of the faithful, who observed their Sabbath on Saturday, kept store, canvassed and washed the sanitarium windows on Sunday, and believed the Second Coming was around the corner.

Convinced vegetarians, the Adventists followed Genesis literally where it says (Gen. 1:29), "Behold, I have given you every herb bearing seed . . . to you it shall be for meat."

Guided by their astute prophetess, Mrs. Ellen G. White, who said she got her instructions on diet and man-

agement of the sanitarium's food business direct from the Lord, the Adventists labored at the "San" to save men's souls by first saving their stomachs. They also got in early on the rising real estate values.

To Dr. Kellogg, superintendent of the Battle Creek Sanitarium, more than to any other individual, Battle Creek owes its initial fame as the city of health and the Simple Life. Gifted and versatile son of Adventist parents, Dr. Kellogg molded the church's struggling little medical institute into a vast sanitarium—an institution that still flourishes; beat the drum for the vegetarian way of thinking and eating; fought against alcohol, tobacco, meat, condiments, tight corsets and patent medicines; drew dyspeptic Americans to Battle Creek by the thousands for a turn at "biologic living" and what he called "the Battle Creek idea."

There was just one trouble with the sanitarium diet. It was remarkably dull. To keep his hungry guests from sneaking across Washington Street to the "Red Onion" for a cup of Java and a juicy red T-bone steak with French fries on the side, Dr. Kellogg invented some 80 new grain or nut products, including peanut butter and the modern flaked breakfast foods.

A modest mail order business in the sanitarium foods developed. It

was run by W. K. Kellogg, who moodily watched his brilliant brother, saw much he disapproved of, and bided his time. Dr. Kellogg had thousands of ideas—too many, some said. W.K. stuck close to one, but it was a honey: to sell breakfast foods to the healthy, not the sick, by the carload, not the case. "He went in a straight line," comments one who knew him over a lifetime.

But W.K. was not first in the commercial exploitation of the new "health" food idea in Battle Creek. Commercial development followed the arrival in Battle Creek in 1891 of an obscure new citizen, Charles W. Post, formerly of Springfield, Ill., Independence, Kan., and Texas and points west.

Post was in his forties. He had been around. He was rich in the knowledge of rough-and-tumble living: He had seen, and remembered, how western ranch wives roasted wheat and chicory to make a potable coffee substitute. He had done some inventing—a plow, a bicycle, a mechanical piano, a suspender. But he was poor in health and financial resources. The suspenders were his support in more ways than one: Mrs. Post made them, and C.W. sold them by mail. Old-timers remember, too, that Post attended health lectures at the "San," poked around in Dr. Kellogg's experimental lab, took a whirl

at operating his own medical boarding house, La Vita Inn. Finally, and with deliberation, he made an investment:

1 second-hand two-burner gasoline stove—for roasting bran.

1 small hand-operated peanut roaster—for roasting wheat.

1 coffee grinder to grind the mixture.

Several mixers.

This equipment cost \$46.85. Post also acquired the following inventory of raw materials:

2 bushels of wheat.

200 pounds of bran.

10 jugs of molasses.

50 packing cases.

2,000 cartons.

The raw materials came to \$21.91. In a little horse barn, Post ground and cooked and mixed, searching for a palatable, caramelized grain "coffee."

The result was Postum Food Coffee, as it was called at first, later joined by Grape-Nuts, Post Toasties and Instant Postum. In the early days, Post was factory superintendent, bookkeeper, salesman, demonstrator and advertising copywriter.

Early National Advertiser

As an early and extensive user of national advertising, Post "put a halo" around Postum, using a powerful brand of farmer English: "If coffee don't agree—use Postum."

Within less than a decade the Postum plant became a spectacular "White City," its owner a multi-millionaire, the leading citizen of Battle Creek and a national public figure with a wide influence in the business world. Post was "big time." He even had a cigar named after him. "The finest nickel cigar ever made in this city," a local editor observed.

Postum was a heady brew for other would-be millionaires. Soon a food factory boom was on. Certain background facts were of potent assistance in preparing a receptive public for Battle Creek's dainty food creations: The United States was entering the industrial age of urban, sedentary eat-and-run living, a kind of living which did not require either big muscles or strong backs. But folks clung to their heavy pork chop-and-pie dietary as though they were still pulling stumps down on the farm. Stomach trouble became the national ailment, Battle Creek's "health foods," the remedy.

The first generation of American food processors operating on a factory basis had too often abused the confidence of their customers with substandard, adulterated, even deleterious merchandise. That course brought



SOMETHING NEW is always forthcoming from Battle Creek. One of the more recent innovations, pre-sweetened cereal, is enjoying high popularity.



WHEN YOU APPROACH THE POINT OF DECISION

Decisions relating to advertising and marketing procedures are often based on information furnished by ACB Newspaper Research Services. Thus, the accuracy and promptness of these services is highly important.

ACB checks more than \$2 billion worth of space a year in the nation's 1,750 daily newspapers. The services it furnishes to more than 1,100 merchandiser clients is maintained on a basis of better than 95% accuracy.

This is a highly developed specialty. Each ACB reader specializes on a specified group of papers and is thoroughly familiar with the retail stores and the brands they advertise.

Special safeguards insure that every issue of every paper is read and triple-checked for accuracy. You can make decisions with confidence when they are based on ACB Newspaper Research.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



How Are the Battle Creek Cereal Companies Doing Today?

With per capita consumption of ready-to-eat cereals currently running at a whopping 4.5 pounds a year, Battle Creek will produce over two-thirds of the U. S. ration of prepared breakfast foods this year.

Kellogg Co., with net sales of \$169,451,234 for last year, reports that dollar and tonnage figures for 1955 are at record levels, the tenth year in a row.

Post Cereals Division, General Foods Corp., does not make public reports, but company officials smile when they refer to dollar and tonnage prospects for 1955.

In 1895 C. W. Post began devising formulas and processes for Postum Cereal, Grape-Nuts and Post Toasties. Other present-day Post Cereals Division products are Instant Postum, Coffee Flavored Instant Postum, Grape-Nuts Flakes, 40% Bran Flakes, Raisin Bran, Wheat Meal, Corn-Fetti, Sugar Crisp, Sugar Krinkles, Post-Tens.

In 1925 the Postum Cereal Co. merged with the Jello Co. in the first of a series of mergers and purchases which led to the development of today's General Foods Corp., with \$783 million total net sales in fiscal 1954. Headquarters of the Post Cereals Division always have been in Battle Creek.

Kellogg Co. dates from 1906, manufactures Kellogg's Corn Flakes, world's most widely consumed cold cereal. Other principal Kellogg brands are: All-Bran, 40% Bran Flakes, Pep, Rice Krispies, Shredded Wheat, Krumbles, Raisin Bran, Sugar Corn Soya, Variety Package, Corn Pops, Sugar Frosted Flakes, Sugar Smacks and Gro-Pup dog food.

down upon their heads the "pure food" agitation of the early 1900's, and the Food and Drug Act of 1907. Happily, the flourishing company founded by Post was never involved in this controversy. In fact, it benefited. The public wanted "pure food." C.W. produced it by the trainload, branded, packaged in sealed cartons and—this used to be a powerhouse thought—Untouched by Human Hands. "Or feet," a cynic once observed.

At one time there were 54 food concerns in Battle Creek. In 1912 there were more than 100 brands of corn flakes alone in the grocery trade. Whole families put their lifetime savings into a fanciful trade name, a recipe and some hand-me-down machinery. Manufacturing was started in sheds, even tents. A certain Methodist minister, it was whispered, had made \$100,000 in "the flake game" (stock, not cash). One street car conductor was said to be president of eight companies, with four more planned as soon as he could think of

additional names such as Tryabita, Korn Krisp, Flak-ota, Food of Eden, Norka Oats, Mapl-Flakes, Cero-Fruita, Malta Vita, Eat-Malt-Too, and Elijah's Manna, the original name for Post Toasties. Note the frequent religious connotation, thought to be essential by many at the time, a heritage handed down from Adventist beginnings. Golden Manna sold town lots along with cereal shares. One company had a package deal, a health food and rheumatic sanitarium stock combined, at 50 cents on the dollar, soon to be advanced.

There were weird food combinations such as wheat flakes flavored with pepsin and celery. Dehulled beans were tried—"all the bean but the armor plate." A visiting reporter, goggle-eyed at what he saw and heard, finally pointed at random to a man in a buggy, asked, "And who's that millionaire?"

The Michigan Central Railroad displayed the proud name of Battle

SALES MANAGEMENT

Creek in a floral design on its lawn for the passengers to see. Cappers met all the trains to accommodate any stranger interested in taking on a line of stock in a "Food Town" cereal concern. Across the "crick" from the depot a huge outdoor sign proclaimed, "Better Yourself in Battle Creek."

"Battle Creek believes in printer's ink," remarked an envious neighbor journalist.

Miss Daisy Buck, who presided over the newsstand in the station and could handle all comers in a fast give-and-take, reflected the "boost Battle Creek" spirit of the little city.

"Battle Creek," she told visiting drummers, "is the best advertised little old town in the whole United States."

If many felt the call of the cooker and the flaking rolls, few indeed were chosen. A columnist wrote during the frenzied days, "There isn't a factory in town that can't make \$7 worth of health food out of 15 cents' worth of wheat." But it wasn't quite that easy. Only Post and W. K. Kellogg, perhaps, thoroughly understood that it cost from \$500 to \$850 to make and sell \$1,000 worth of breakfast food. Only Post and Kellogg among the early commercial crowd proved they had the grasp of broad business principles necessary to the development of a permanent industry. And Post and Kellogg shared a manufacturing advantage they never relinquished: They bought the full production of Frank Lauhoff's patented, water-cooled roller mills which produced a better flake.

Disaster Predicted

When W. K. Kellogg pulled away from his brother, the doctor, to follow his own business-building ideas, it was to found his company on the toasted corn flake—in a wheat-eating world. Dire predictions of disaster were made along Battle Creek's Main Street. But pretty girls demonstrated corn flakes in food shows. There were baby-picture grocer contests. Canvassers followed the advertising, and advertising went ahead of distribution. Premiums, cutouts, games, package inserts courted the tots and their older brothers and sisters. The new motion picture screen was used. Remarkable "inside" advertising deals were consummated with publishers when money ran short, according to fireside recollections of surviving squirrel shooters. W.K. hit the market from all sides, even with blotter ads: Took five carloads of blotting paper to do it.

"Wink at your grocer and see what you get," said one promotion. All kinds of things happened as a result of

that. The Kellogg Co. pleaded with corn flake eaters to stop eating the toasted corn flakes, please, so their neighbors could have some. W.K. knew human nature. A night shift had to be put on at the Kellogg plant.

For years the breakfast food industry has been a special target for cartoonists and jokesmiths. Says a tough customer in one cartoon: "I want a breakfast food that isn't crisp or crunchy, and doesn't 'snap, crackle or pop' or make any other damned kind of noise." Like the Ford joke of Model T days, the fun is actually a tribute—to Battle Creek supersalesmanship. The cereal industry's premiums are always right up to the minute—atomic rings, space helmets, "courting mirrors," comic books, treasure maps and magic voodoo papers. Preceding these, in a well-defined cowboy era, there were Roy Rogers, the Lone Ranger, Hopalong Cassidy. Before that there were clubs—the Dizzy Dean Winners, Inspector Post, Dick Tracy Secret Service Patrol and Superman.

Nucleus for General Foods

Some time after the death of C. W. Post, his Postum Cereal Co. became the nucleus of today's vast General Foods Corp. Local executives of the Post Cereals Division still operate with considerable autonomy, but within broad corporate policy lines, are expected to demonstrate a flair for the historic aggressive brand of Battle Creek salesmanship.

If Post and Kellogg are rivals in Battle Creek, they are in another sense close allies in stiff competition with hot cereals and with every other product which seeks acceptance on the consumer's breakfast menu—bacon and eggs, ham, waffles, fish, hot cakes, toast, sweet rolls, doughnuts or coffee cake. Both firms labor, with the zeal of an old-time Adventist elder wrestling with a meat eater, to make the modern race of breakfast *skippers* see the light.

The "cereal city" pioneers are gone now, but they left an impressive heritage. Some 175 industries thrive in Battle Creek today, producing a diversity of manufactured products—gas and electric stoves, registers, aircraft components, metal stampings, wrapping and packaging machinery, automobile valves, agricultural machinery, brass castings, pumps, box board and cartons. They all live in the Battle Creek tradition of hustle and enterprise, agree enthusiastically that "Better Yourself in Battle Creek" is just as sound a slogan today as it was 50 years ago.

The End



ACB begins 37th year for daily newspaper industry

ACB has for years performed a service for the nation's newspapers, namely to make certain each national advertiser in the newspapers gets a proof-of-insertion of his advertisements. In doing this job well, ACB has removed the manual labor and the irritation and delays in checking newspaper advertising that pioneers in advertising can easily recall. It is now easy for an advertising agency to handle a heavy newspaper schedule.

The city-by-city "flexibility" of newspaper advertising allows advertisers to pin-point the more responsive markets... to use the retailers favorite media—newspapers... to do a closer job of timing... to employ the local authority and immediacy of the newspapers.

Since all business is local—so are the newspapers. ACB has for years been reconstructing for merchandisers, the widely varying newspaper advertising in the nation's 1,393 localities. Thus, merchandisers get a sharp coherent picture of this \$2 billion annual newspaper advertising expenditure with all details of what their own and competitive dealers are doing as well as thru the medium of various Research Services.

ACB Newspaper Research Services are made possible only because of the co-operation of over 1600 Dailies in using ACB to distribute their checking copies as a direct help to agencies and their advertisers.

These Newspaper Research Services for merchandisers are discussed further in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices



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SALESMAN



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HALF AS LARGE, HEAVY
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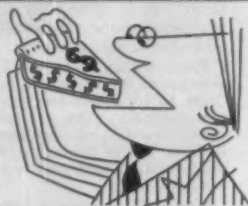
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ARE YOU GETTING YOUR SHARE?



Well, one thing is sure — you don't have
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flipovers, booklets, etc.) depending on
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what your objective — we will take the
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I'd like to see some of your ideas —
no obligation.

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HILE-DAMROTH, INC.

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Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising

TOOLS FOR SELLING



NO OXYGEN MASK: Strange-
looking device, above, is newest
in mechanized dictating equip-
ment, makes possible verbatim
reports of fast-moving group
meetings. Already tested by the
Wallpaper Council as a sales
training aid (right), it may be-
come basis of information pro-
gram for wallpaper dealers.



Wallpaper People Get the Word

Even *talk* is mechanized these days.
Now it is possible to record every
word spoken at group meetings with-
out hiring stenotypists or setting up
microphones. A new device called
"Stenomask" makes all this possible,
and it has already been used success-
fully as a sales training aid by the
North Jersey Paint & Wallpaper
Dealers Association, Newark.

In fact, the Wallpaper Council,
Inc., New York City, representing

wallpaper manufacturers, expects this
method of obtaining verbatim trans-
cripts to become a key help in develop-
ing an industry-wide sales training
program.

The training program itself is part
of the wallpaper industry's drive to
expand markets for its products. Now
in the early stages, the program will
eventually include a complete pack-
age of training aids designed to make
it possible for any wallpaper distribu-

CARD 1 PLANTS, 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD AND KIDNEY PRODUCTS	TOBACCO PRODUCTS	TEXTILE MILL PRODUCTS	APPAREL PRODUCTS	LUMBER EXCEPT FURNITURE	FURNITURE AND FIXTURES	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING	CHEMICAL PRODUCTS	PETROLEUM AND COAL PRODUCTS	COUNTY (Alphabetical)
1	2	3	4	5	6	7	8	9	10	11
12	13	14	15	16	17	18	19	20	21	22
23	24	25	26	27	28	29	30	31	32	33
34	35	36	37	38	39	40	41	42	43	44
45	46	47	48	49	50	51	52	53	54	55
56	57	58	59	60	61	62	63	64	65	66
67	68	69	70	71	72	73	74	75	76	77
78	79	80	81	82	83	84	85	86	87	88
89	90	91	92	93	94	95	96	97	98	99
100	101	102	103	104	105	106	107	108	109	110

CARD 2 PLANTS, 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD PRODUCTS	LEATHER AND LEATHER PRODUCTS	STONE, CLAY AND GLASS PRODUCTS	PRIMARY METALS	FABRICATED METALS	MACHINERY EXCEPT ELECTRICAL	ELECTRICAL MACHINERY	TRANSPORTATION	INSTRUMENTS	COUNTY (Alphabetical)
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

CARD 1 POPULATION AND INCOME

STATE	COUNTY	CITY	POPULATION			BUYING INCOME		
			TOTAL	% OF U. S. A.	FAMILY	URBAN	NET DOLLARS	% OF U. S. A.
1	2	3	4	5	6	7	8	9
10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27
28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45
46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63
64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81
82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99
100	101	102	103	104	105	106	107	108

CARD 2 RETAIL SALES BREAKDOWN

STATE	COUNTY	CITY	RETAIL SALES								BUYING POWER % OF U. S. A. POTENTIAL	QUALITY INDEX	COST INDEX
			TOTAL	% OF U. S. A.	PER FAMILY	FOOD STORES	GENERAL MERCHANDISE	FURNITURE HOME FURN. RADIO	AUTOMOTIVE	DRUG STORES			
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31	32	33	34	35	36	37	38	39	40	41	42
43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96	97	98
99	100	101	102	103	104	105	106	107	108	109	110	111	112

CARD 3 POPULATION, INCOME AND SALES

STATE	COUNTY	CITY	POPULATION			INCOME	RETAIL SALES		
			TOTAL	FAMILY	% OF U. S. A.		TOTAL	FOOD STORES	GENERAL MERCHANDISE
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

CARD 4 INCOME DISTRIBUTION

NUMBER OF SPENDING UNITS					NET EFFECTIVE BUYING INCOME (ADD 500)				
0- 2,499	\$2,500- 4,999	\$5,000- 9,999	\$10,000- 14,999	\$15,000 & over	0- 2,499	\$2,500- 4,999	\$5,000- 9,999	\$10,000- 14,999	\$15,000 & over
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

Use them for fast, *Automatic* territory analysis

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Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

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For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, **MARKET STATISTICS, INC.** 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559).

MARKET STATISTICS, INC.
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432 Fourth Ave., New York 16, N. Y. Mu-4-3559

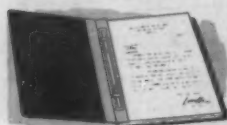
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of better
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Covers



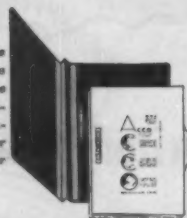
Advertising agencies call Acco Fasteners the perfect binder for proofs, copy, orders, invoices and all papers that must be kept together and safe, in the files or out. Use them alone, or as supplied in Accopress Binders and Accobind Folders.

And if you're building a catalog you'll certainly want to use ACCOPRESS Binders. They give you the advantage of flexibility—loose leaf at low cost. They are sturdy press board, available in 5 colors, and may be printed or embossed for just the effect you want. They lie flat, hold a few sheets or several hundred, and come in many sizes. Tell us your needs.



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ACCOBIND folders
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(for marginal multiple punched forms)

ACCO clamps

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ACCO PRODUCTS, Inc.

Ogdensburg, New York

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TOOLS FOR SELLING (continued)

tor or dealer to present the entire program without the aid of Wallpaper Council representatives.

When the North Jersey dealer group held a pilot training session recently, so much valuable information was provided that Council executives felt a full report of every word spoken would be invaluable in planning further development of the program.

The dealers talked informally, discussed selling problems, asked questions of a succession of speakers, argued about presentations, etc. Recording this discussion by strategically placed microphones was next to impossible, Council members found, because of the large number which would have been required. The cost of hiring stenotypists for the lengthy meeting was prohibitive.

Here's where the Stenomask system came into play (see pictures).

Basic change from the conventional system of reporting is that in the Stenomask system the voice replaces the stenotypist's fingers. Instead of taking notes, the operator talks into

a microphone which is muffled by a small face mask. The operator's voice cannot be heard by others in the room.

The operator repeats verbatim what he hears, identifying speakers and dictating any other information he believes may be helpful in transcribing the report.

The unit is hooked to a Gray Audograph Soundwriter dictating machine, so that each word spoken by the operator is preserved on recording discs.

The Wallpaper Council reports that the Stenomask reporter's voice during the pilot session was "so crystal clear" that the proceedings were transcribed directly onto mimeograph stencils. A number of similar sessions are planned for the near future.

According to Talk, Inc., New York City, manufacturers of Stenomask, the device is frequently used by official court reporters to provide accurate records of legal cases. Apparently use of the machine by the Wallpaper Council is one of the first business applications.

The End

IT TAKES
GOOD EARTH
TO MAKE A
PROSPEROUS
FARMER



**CAPPER COUNTRY
HAS IT!**



The best farm families —
in the best farm counties
— in the best farm states!

The right terrain assures hardy, abundant crops. Endowed by nature with thousands of miles of fertile, gently rolling land, CAPPER'S FARMER territory is the nation's most prosperous farming region. Farmers here have big plans, with cash incomes to make them realities. They show alert, ready acceptance of the products of American commerce and industry.

**Capper's
Farmer**
Topeka Kansas



Sample No. E-56
Size closed
3" x 4 3/8"

Not just during the Holiday Season . . .

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE • NEW YORK 16

Factory • Easthampton, Massachusetts

Why Not Put "Sell" Into Your Price List?

What is the most frequently referred to piece of reference material on your company and its products the potential buyer might keep?

The answer, reasoned G. P. Chipman, sales manager, The Denominator Co., New York; the price list.

Chipman found that Denominator's list was just a list—drab, uninviting and without sales appeal. It listed the company's products—group counting and tabulating machines; it gave the prices and made reference to optional auxiliary equipment. That was all.

Chipman knew from experience that a price list is more apt to be kept than a catalog or brochure; in such cases the prospective customer does not even have a picture of the products in his files. Even when complete files are kept, the current prices, printed or mimeographed on a plain sheet, are often hard to find among the inserts, enclosures and correspondence.

Chipman's conclusion: Denominator needed a new price list. Result: The company came out with a new, attractive list, printed in two colors, and persuasively calling attention to product features.



OLD VS. NEW: There's a difference when a price list is designed to sell.

"Instead of just listing prices for each model," says Chipman, "we show the machine, we call it by various names, we tell what it does, we give examples of how the full price of the machine is computed, we quote our guarantee in full, and still have space left to advertise our newest feature."

Design of the "selling price list" is by Moresales Associates, that handles Denominator sales.

"We now make this selling list do the job of several mailing pieces," declares Chipman, "and at a considerable saving in postage."

Here are some "do's" Chipman considers important in the preparation of such a piece:

1. Date it.
2. Make the listing of prices as simple as possible.
3. If certain terminology is peculiar to your business, make certain all terms are well defined. Illustration helps here.
4. Use color.
5. Finally, review a sufficient quantity of recent inquiry letters to determine that the answers to all questions are contained in the new mailing piece.

The End

Avery Sails Forth on His Record To Meet 'Pirates' Challenge

(continued from page 37)

... But Wolfson is making the most of personal appearances before individual owners, many of whom have had reason to grumble about "backward management" and "stingy dividends."

Wolfson's "committee" early appointed Allied Public Relations Associates of New York—specifically its president, David B. Charnay—to feed the writers. After 87 years of

operation without benefit of press agents, Ward's management yielded on January 1 by appointing Selvage & Lee. Working with Avery now is James P. Selvage, head of the firm in New York, and J. Handly Wright of S & L's Chicago office.

The issues start with statistics. Avery's concerns are with such items as current assets, working capital, net earnings and earned surplus. Wolfson

wants to develop earnings out of increased sales and then see to it that the stockholders get the bulk of them.

Sewell Avery is pretty proud of his assets: Between the fiscal years ended Jan. 31, 1946 and 1955 total assets doubled. And while current assets more than doubled, from \$329 to \$690 million, current liabilities declined from \$83 to \$82.4 million... providing an eight-to-one ratio which may be the healthiest of all major U. S. corporations. Every year since 1936 earned surplus, working capital and stockholders' investment per share have mounted. Today, Ward's "net quick cash nest egg" is said to be exceeded among businesses only by Standard Oil Co. (N.J.) and E. I. du Pont de Nemours & Co.

But an egg, says Lou Wolfson, is something to eat, or to hatch. He contends that Avery is trying to conduct a large business (embracing 568 retail stores, 267 catalog order offices and nine mail order houses) in a vacuum... or at least a state of suspended animation.

Wolfson would both eat the egg and hatch it. He bemoans the fact that over the last decade stockholders have received in dividends only 38.2% of earnings... But in his first year he would also build 24 big stores. If need be, he would borrow \$200 million to help finance a long-term expansion program. But by applying \$70 million of present funds to the present \$215 million merchandise inventory, and by stepping up turnover from the present 4.4 to seven times a year, he thinks he could boost volume to \$2 billion without this loan.

Technically, Ward executives say, the whole \$327 million "cash" has been amassed for "expansion." But Avery tells stockholders that it will be used only "when this becomes economically advisable in the judg-

Carry the sample case
that "helps you to sell!"



Refrigerated case with pull-out compartments for meats

Display and carrying case for parking meter

a custom-designed Eli-built case



Two typical display cases carried by a large pharmaceutical firm's representatives

The tougher it is to display your particular line—the more you need our particular service. We specialize in custom-designed leather sample and presentation kits to serve your exact needs—cases with a place for everything and everything in its place—visible, orderly, quickly accessible. They save their cost in time alone. Make every presentation impressive and effective. Whatever your need—write for our catalog. Or tell us about your particular problem. We can build cases to your specifications or design one for you.

Eli COMPANY, INC.

Department SM4, 134 South Pennsylvania, Indianapolis 4, Indiana

**CARRIED BY
"BLUE CHIP"
FIRM MEN
Coast-to-Coast**

Abbott Laboratories
Armstrong Cork Co.
Colgate-Palmolive Co.
Continental Oil Co.
Eli Lilly & Co.
Firestone Tire & Rubber Co.
Ford Motor Co.
International Cellulose Products Co.
W. K. Kellogg Co.
Kraft Foods Co.
Parke Davis Co.
Pet Milk Co.
Phillips Petroleum Co.
Pontiac Motor Div. G.M.
Quaker Oats Co.
Stokely Foods
The Upjohn Co.
and many others—

WARD'S CHAIRMAN:

Sewell L. Avery is 81. He was graduated from the University of Michigan. Started with small gypsum company as its secretary. Served as plant manager then district sales manager for U. S. Gypsum. Became its president when 32. Named Ward's president in 1931. Simultaneously retained presidency of U. S. Gypsum for several years, becoming its chairman. Now a director in this and five other companies in addition to Montgomery Ward.

"House Beautiful
helped **BUILD INDUSTRY LEADERSHIP**
at $\frac{1}{2}$ cost of other publications,"
says E. G. Neale, Sr.
of Neale Advertising Associates —
agency for **THE ROBERTS COMPANY.**



Mr. Edward G. Neale, Sr.

NEALE ADVERTISING ASSOCIATES
8452 Sunset Boulevard • West Los Angeles 46, California Phone: HOLlywood 1-9955

February 15, 1955

Mr. Richard A. Hoefler, Publisher
HOUSE BEAUTIFUL MAGAZINE
572 Madison Avenue
New York 22, New York

Dear Mr. Hoefler:

Our client, The Roberts Co., manufacturers of Smoothedge gripper for tackless installation of wall-to-wall carpet, has accepted our recommendations for the use of **HOUSE BEAUTIFUL** since they first started advertising to the consumer in 1950. After starting out with large space for "kick-off" and merchandising purposes, smaller space has been used continuously.

In 1954, we are gratified to learn, **HOUSE BEAUTIFUL**, the magazine originally recommended and used for prestige purposes, pulled inquiries at approximately one-half the cost of the other leading shelter publications.

Far more important, however, than the requests for literature has been the role played by **HOUSE BEAUTIFUL** in helping our client achieve virtual industry domination. In spite of serious "price-cutting" by over thirty imitators, this competition was only able to gain or hold negligible volume of the industry total! This can be attributed only to the firm conviction of carpet retailers and installers that the brand nationally advertised and merchandised through **HOUSE BEAUTIFUL** and other magazines is the brand their customers will recognize and accept.

Needless to say, **HOUSE BEAUTIFUL** will continue to head our media list in shelter magazines.

Very truly yours,

NEALE ADVERTISING ASSOCIATES

E. G. Neale
Edward G. Neale, Sr.

MEMBER OF THE AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

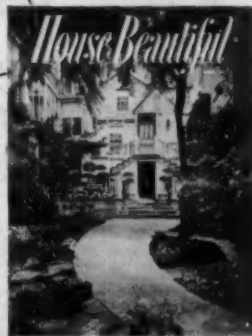
Note that

HOUSE BEAUTIFUL

— the magazine read by
"upper-income" families —
out-produced on a cost
basis the "mass-market
media" in the home field.

• Sells both sides
of the counter

House Beautiful MAGAZINE
572 Madison Avenue, New York 22, N. Y.



APRIL 1, 1955



Prize-Premium most wanted by every youngster!

A NATIONALLY-ADVERTISED

Columbia BUILT BICYCLE

Columbia Promotions pay off for

- Food stores
- Drug stores
- Dairies
- Banks
- Theaters
- Car dealers
- Newspapers
- Civic organizations
- Advertisers

Columbia Promotions pay off in

- Premium promotions
- Sales contests
- Dealer campaigns

Here's why

- Every kid wants a bigger, better, new bicycle — and every parent knows it!
- Columbia Bicycles — "America's First Bicycle since 1877" — are nationally-advertized, of recognized quality.
- More effective promotions for your money due to known brand name, colorful display, easy demonstration.
- Wide range of stock and special models — and prices to fit every budget.



The Amazing
Columbia
TUK-A-WAY*
STROLLER

Unique prize-premium for promotions
directed to young mothers!

- Folds to a flat 3 inches.
- Carries like a briefcase.
- Goes anywhere — bus, train, auto.
- Stores anywhere — nook, closet, trunk.
- Opens and closes in seconds.
- Encourages Mother to get out and shop!

*Covered by U. S. patents

The Westfield Manufacturing Company, Premium Promotion Department
#324 Cycle Street, Westfield, Massachusetts

☐ Send catalog, price list, and full information about Columbia Bicycle promotions.

☐ Send folder, price list, and full information about Columbia Tuk-A-Way Stroller.

Name

Company

Street

City Zone State

ment of the directors." He notes that since 1941 the cost of building has "spiraled more than five times."

On Avery's office wall is a chart of the "U. S. Wholesale Commodity Price Index," covering major war periods of 150 years. Peaks of inflation were reached in December-January 1814-15 (when the index reached 132.2); in August-September 1864 (154.1); in May 1920 (167.2), and August 1948 (169.5). The "World War II" line has since been projected by hand through part of the Korean War to January 1953. This line climbs to a 150-year peak, in early 1951, of about 184. The tapering-off since has been gradual.

Thus far, after the "Napoleonic War of 1812," Civil War and World War I, the bottom of inflation when prices were half or less than "war-time peak" followed the peak by an average of 13.6 years. On this basis, Avery might wait until late 1964 for building costs to decline to his concept of "values!"

Meanwhile, the nest egg would require the facilities of a large hen . . . or by then there'd be no nest egg and no Montgomery Ward at all.

The present egg, however, is still being eyed admiringly and perhaps covetously. If Lou Wolfson hadn't come along, some other "pirate" would have. Recent reports of these have included Fred M. Saigh, former owner of the St. Louis Cardinals, and one Isaac Wolfson of Great Universal Stores, Ltd., of Great Britain. Isaac is no relative of Lou; he is in fact a friend of Avery.

The egg took a lot of doing, and Sewell Avery will not lightly relinquish it.

Aaron Montgomery Ward and his brother-in-law George R. Thorne began building a mail order business in 1872. In 1893 (although A. M. Ward continued as president until his death in 1913) active management passed to Thorne's five sons. The Thornes let things slide, and in 1915

WARD'S PRESIDENT:

Edmund A. Krider, 42, is a graduate of Grinnell College. Started with Ward as an adjutor in the accounts payable department in 1935. Subsequent advancements: 1937, accountant; 1938, auditor; 1943, supervisor of mail-order auditors; 1947, assistant controller; 1948, controller; 1949, vice-president. Became president in 1952.

they invited the public to share in their shortcomings. This brought in the banks. Finally, in 1920, J. P. Morgan & Co. and First National Bank of New York threw out the Thornes and assumed control.

With Theodore Merseles as president, Ward soon was on the way to solvency again. Merseles in fact did so well that in 1925 Morgan moved him over to Johns-Manville in New York, to clean out another mess, and replaced him at Ward with George Everett, from National Cloak & Suit Co.

Everett was an experienced mail order man. But he was also (says Avery, without naming Everett by name) an uninhibited expansionist. The chain-store phenomenon of the '20's was spreading fast from foods, drugs and cigars to "variety" and department stores, and from the cities to the smaller towns. Motorcars on hard-surfaced highways were widening the farm families' range of buying. To supplement and if need be supplant the catalog business, Everett decided to put Ward whole-hog into retail stores.

Race for Locations

Without previous store experience, Avery points out, "this mail order business entered into a frantic race for store locations." The first store was opened in Marysville, Kan., in August 1926. The next year a few more followed. Then Everett really hit his stride. Through 1928 and 1929 "532 stores were opened . . . without adequate planning or preparation by these men who were without experience or skill in retailing."

Then the depression . . .

When Morgan finally moved Avery from U.S. Gypsum to Ward, 86% of the then 548 stores were in the red, and 110 of them were in process of being closed. "The business," Sewell Avery recalls, "was on the verge of bankruptcy. After suffering a loss of \$15 million in 1931 and 1932 (actual losses were \$8.7 and \$5.7 million, or \$14.4 million) earned surplus was completely wiped out." Ward was "in the red \$10 million." There was even talk of merging Ward with Sears, Roebuck.

Avery *had* to cut expenses and step up efficiency. He *had* to get tough. Perhaps he got too tough, or tough in the wrong ways. Soon he came to personify the die-hards and devil-take-the-hindmosts of public-b damned individualism. And in the intervening years the stories about the four presidents and 40 vice-presidents of Montgomery Ward whom Sewell Avery fired to entrench his dictator-



EDMUND A. KRIDER, president, has never worked for any organization except Montgomery Ward.

ship hardly helped his "public relations."

Executives who survived the purges give several reasons for them: One is that, especially during the depression, Ward had too many vice-presidents. Also, a lot of holdovers from the Everett regime had proved their retailing "incompetence." When Avery took over, I was told, "morale and morals were low." ("Some executives would come to work, with their golf bags, at 10:30 in the morning.") Avery was forced to replace "both the top and secondary layers of management."

In Ward's case, the normal executive turnover in any business over two decades was speeded by the facts that Avery *was* hard to live with and that he didn't pay very well. Many capable men found more remunerative, and maybe, happier jobs.

But whatever the reason for parting, I was told, it was always the ex-hired hand who sounded off in the public prints. Avery never replied. To close associates he might say, "Why should I hurt those men?"

Although one still hears reports of "Avery's Gestapo," surviving executives maintain that the man is *not* a dictator: The officers have considerable latitude within their areas. They report, not to Avery, but to the whole Board of Directors.

In addition to Avery, today's officers are President Ed Krider; James A. Webber, vice-president; John A. Barr, v-p and secretary; Howard S. Kambestad, treasurer; William F. Otterstrom, controller, and John M. Clark, assistant treasurer and assistant secretary. Except Avery and Webber, all of them are under 50 years old. Yet the seven have spent

22nd Annual NATIONAL PREMIUM BUYERS EXPOSITION

Learn HOW to Merchandise
More Profitably with Premiums

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NAVY PIER-CHICAGO



... the hub of the premium industry

PREMIUM BUYERS and prospective users cannot afford to miss this greatest showing of premium merchandise by the industry's leading suppliers.

FOR ADVANCE CREDENTIALS, write today on your company letterhead to:

A. S. COFFMAN ASSOCIATES, MANAGERS
111 W. Jackson Blvd. • Chicago 4, Ill.

THE First WAY
IS THE Best WAY
TO SELL THE \$443,975,000
QUAD-CITY MARKET
Davenport, Iowa — Rock Island,
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DAVENPORT NEWSPAPERS

First in advertising lineage
in the Quad-Cities!
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IN ALL IOWA!

Headquarters: Davenport, Iowa
Represented Nationally by JANN & KELLEY INC.

SALES PROMOTION MANAGER

Opportunity for experienced man with ideas and ability to write copy and administer small Advertising-Sales Promotion Department of nationally recognized company located in Middle West. Give full details experience in first response. Box 3109.

WARD'S VICE-PRESIDENT, SECRETARY:

John A. Barr is a graduate of DePauw University and holds a law degree from the University of Indiana. Practiced for three years, then joined Ward as attorney in 1933. Named assistant secretary in 1940 and vice-president and secretary in 1949. He is 46.

a total of 160 years with Montgomery Ward.

Only three officers—Avery, Krider and Barr—sit on the nine-man board. The other six directors are two Chicago bankers, Philip R. Clarke and Solomon A. Smith; Percy B. Eckhardt, attorney; David A. Crawford, "director, Pullman Incorporated"; George A. Eastwood, retired head of Armour; C. H. Shaver, chairman of U. S. Gypsum.

Wolfson's conquest, at first was stymied by the fact that under Ward's stagger system only three directors are elected annually. Even if he won he could name only one-third of the board. He might have found some solace from unseating Avery. (The others up for reelection would be Clarke and Crawford.) But with Averyites still dominant, Wolfson's trio still would have been hamstrung.

Wolfson has fought this system in Chicago Circuit Court—and won. Ward has appealed to Illinois Supreme Court, which set a hearing for March 25 and expects to rule before April 22. (Among other Illinois companies using the stagger system that have "joined" in the appeal are Armour, Diamond T Motor Car, W. F. Hall Printing, Sunbeam Corp. and Swift & Co.)

Whatever the Supreme Court decides, Sewell Avery still expects to get a clear majority of all shares voted. He tells SM: "If we can get to the stockholders with the facts, there's no question that we'll win." He had hoped to keep the fight "on issues, and not personalities."

To me Avery mentioned his "responsibility to 100,000 people" (68,000 stockholders and 50,000 employees.) He is proud of the policies which he has pursued to make Ward strong. "Of the original stores," he tells stockholders, "about 180 have been closed and 130 relocated. . . . In addition, 184 new stores were opened, including 76 of Georgian architecture, which is now Ward's standard."

The fact that the newest of these

is now 14 years old does not evoke an apology. The stores may now be obsolete—all of them, for example, lacking such advantages as air conditioning. But Avery "designed" them, and I got the impression that when Ward gets around to building better stores, he will build them. (Meanwhile, it is reported that a remodeling program, at least, is more imminent than he intimates.)

Ward executives point out that Avery set out early to get "competent people, to set store standards and improve merchandise." Until that time "mail-order merchandise" was a derogatory term. I was told about the Turkish towel the faults of which were called to the Chairman's attention. Avery held up the towel, poked a long thin finger through it, and said: "We're not going to handle any more of such blankety-blank stuff!"

How the Owners Are Doing

As for values for stockholders: In two decades Ward has paid \$300 million in dividends. After a five-year lapse, payments on the common stock were resumed in the year ended Jan. 31, 1937, and have been made annually since. Avery's first annual declaration was for \$4, on net earnings of \$20 million. Subsequent annual payments were one of \$1.50, eight of \$2 and four of \$3. The \$4 basis was not reached again until 1951—when earnings more than 50% higher than the year before made it almost inescapable. Then as earnings fell off came two years of \$3 and one of \$3.50.

In the last year, however, with earnings still sliding, the rate was pushed up to \$4. Ward explained that "the program of setting aside cash has now reached the point where the stockholders should get more." Wolfson told a Chicago audience that it was "inconceivable . . . that a company would go along for 10 years paying only 38.2% of earnings in dividends, and then all of a sudden jump to 80% at a time when sales and profits are low."

This may show that Sewell Avery can be generous, when prodded. But if I were Lou Wolfson I wouldn't take it as a sign that the Lord of Ward is weakening.

On that cold snowy afternoon, in the big red brick building which houses the headquarters of Montgomery Ward & Co., I found in Avery's office a bit of warmth. The Chairman seemed spry enough. (One executive had told me that "Mr. Avery looks ten years younger since he got into this fight.") Tall and

trim, straight and slender, white-haired and pink-cheeked, he seemed to have matters well in hand. He smiled easily to reveal white teeth, presumably his own. His black eyes seemed whimsical, but they flashed just a little when he said that he'd "like a fight" for his management and his principles. He reminded me of a cunning old cat all set to spring. While he may have less bounce to the ounce than he had, say, against the U. S. Army in a dispute with the War Labor Board a decade ago, he appeared even more sly than spry.

I shall spare you the story of how I happened to be the first reporter in decades to get a private seance with Sewell Avery (1) because it came about almost as much from luck as from planning (although I *did* work at it and I came 800-odd miles in the hope of getting it), and (2) because as "interviews" go it left much to be desired.

Still I am pleased to have broken some ice. Twelve days later John A. McWethy of *The Wall Street Journal* spent three whole hours with the warlord of Ward. To him Avery implied that last November's press conference was a dud: "The atmosphere did not seem congenial at all." But in recent weeks, McWethy added, Avery had talked with "a writer from SALES MANAGEMENT, and attended a small dinner at which seven top officials of Time, Inc., were present."

Meanwhile, from both belligerents, the communiques have been coming faster.

Months after Wolfson first attacked, Avery finally announced that Ward's management would "use every legitimate means to resist and defeat the raiding parties being organized to grab the large liquid assets of the company."

Wolfson replied that Avery is "gambling Ward's future on a depression."

When Avery (or the board of directors) raised the quarterly dividend,

WARD'S VICE-PRESIDENT AND GENERAL MERCHANDISE MANAGER:

James A. Webber has been with Ward since 1927. Began as a buyer of millwork; advanced to manager of millwork and hardware, then merchandising manager of heavy lines; finally, merchandising vice-president. He attended Iowa State University and is 62.



AVERY CHARTS HISTORY for a view into future. During past century and a half, it has taken an average of 13.6 years for prices to drop to "reasonable" levels from war-created peaks. On this basis, Avery might wait until late 1964 for building costs to reach his concept of "values."

Wolfson said that *he* would insure larger dividends with a more qualified and vigorous management. Already he had picked "one of the country's top merchandisers" as president, and had lined up five others for high executive posts.

The management's first "battle ad" was published in 50 large city newspapers early in January (through French & Preston, an advertising agency adjunct of Selva & Lee). Headlined simply "The Montgomery Ward Story," it expressed New Year "appreciation to its employees and millions of loyal customers." The "present management" praised itself highly for putting Ward back on its feet and building its balance sheet and "funds for expansion: The company's policy of conserving funds during the inflationary postwar period puts it into an excellent position to launch a program of sound expansion and improvement without borrowing." The management foresaw "a still greater future for the company."

The number and tenor of follow-up ads, I was told, would depend on "how rough the opposition gets."

Wolfson was roughening. He was beating Ward's stagger system in the Chicago Circuit Court.

Avery wrote stockholders: "While your management recognizes the right of any stockholders to criticize policies . . . Mr. Wolfson is not a long-time stockholder who has any complaint about the treatment he has received." His campaign is "simply a financial venture. . . ."

"Mr. Wolfson has had no experi-



**• CINCINNATI TIMES-STAR GIVES
TOP EVENING COVERAGE
WHERE IT REALLY COUNTS!**

Hamilton County, Ohio is the heart of the Cincinnati Metropolitan Area . . . accounting for 81% of the market's population, 83% of the effective buying income and 86% of the retail sales.

The **TIMES-STAR** provides advertisers with the largest evening circulation by far in this "A" schedule market. The **TIMES-STAR'S** City Zone circulation of 133,427 is tops in the highly competitive evening field and in Hamilton County alone, this lead exceeds 14,000.

**IN CINCINNATI —
ONE PAPER IS OUTSTANDING . . .**



CINCINNATI TIMES-STAR

Gen. Adv. Rep.: O'Mara & Ormsbee, New York, Chicago, Detroit, San Francisco, Los Angeles

ence in retailing. In our opinion he is not qualified to manage this great corporation in the best interests of the stockholders."

At Camden, N. J., stockholders of New York Shipbuilding Corp., which Wolfson controls, charged Wolfson with using New York Ship funds illegally to buy Ward stock. . . . The same day, in New York, Wolfson was telling a first "coffee cup" meeting of Ward stockholders that he would raise the annual dividend to \$4.50.

On March 1 Ward's management asked the Senate Banking Committee to hold hearings on a bill by Senator Homer Capehart (R., Ind.) which would require persons soliciting proxies or buying stock for "control" purposes to "make full disclosure of their identity and the identity of their associates." . . . And on that day Wolfson's attorneys got permission to examine Ward's books.

On the same March day that a

Ward executive was denying to me that employees will be "asked formally" to solicit proxies, President Krider was telling higher employees in Los Angeles: "We don't intend to . . . let the charges . . . against the company go unanswered." Ward's personnel manager told the Associated Press that company "representatives will contact stockholders in a door-to-door campaign." The company's "Protection Department" (or "Avery's Gestapo") also was said to be "digging up the dirt" on Lou Wolfson.

Then there appeared a curious newspaper ad (in which Ward's management says it had no part), signed by a "Business Men's Committee for Seasoned Management." It was titled, "Are we losing our sense of fair play?"

The copy described Sewell Avery as a "trustee for leading enterprises," who "is being publicly and unfairly attacked. . . . Let's encourage our

WARD'S TREASURER:

Howard S. Kambestad was assistant office manager, National Biscuit Co., auditor for TWA before joining Ward in 1943 as auditor. Named assistant controller in 1951; treasurer in 1952. He attended University of Washington, is 45 years old.

Sewell Averys."

The "committee" embraces a New York City lawyer, Miami Beach realtor, Los Angeles management consultant, Buffalo retailer and "operating heads of small and medium-size businesses" making aircraft products, paper bags, pottery and springs.

Meanwhile Wolfson is seeking to show that his forces represent not only "seasoned" but more widely representative management. Under Avery, Ward's board of directors consists of a self-perpetuating group of Chicagoans with whom he has worked for many years. Of the six "outside" members, three are officials or large stockholders of companies in which Avery himself is a director.

Wolfson's Nominees

Wolfson's first six nominees are William J. Hobbs, former president of Coca-Cola Co., Atlanta; Robert F. Black, president of White Motor Co., Cleveland; Bernice Fitz-Gibbon, New York merchandising consultant and former executive of Gimbel's, Macy's and John Wanamaker; John C. Tyler of Bel Air, Cal., chairman of the Farmers Insurance Group; Lou Wolfson, and E. W. Ender, president of an eastern subsidiary of Standard Oil of California, who resigned a few days after he became a Wolfson nominee.

Labor has entered the battle, too.

Unlike Sears, Roebuck, whose employees form by far the largest stockholder group, few Ward employees own shares in "their" company. But some unions have a lot of money to invest in the right companies at the right time, to influence contracts.

Right now Dave Beck and his International Brotherhood of Teamsters, A.F.L., are working for a national contract to cover 20,000 Ward employees. From their \$32 million treasury the Teamsters already have bought \$1 million of Ward common, and have just authorized the purchase of \$1 million more. Thus they can vote about 25,000 shares for Avery or for Wolfson.

Dave Beck has expressed the hope that Sewell Avery might sign the contract before Friday, April 22.

The End

Household Magazine

BALANCES

YOUR COVERAGE

... PLACES 71% OF ITS

2½ MILLION CIRCULATION IN

NON-METROPOLITAN COUNTIES

—if your product belongs in 2½ million homes your advertising belongs in . . .

Household Magazine

Capper Publications, Inc.

Topeka, Kansas

How Eimco's 16-Page Ad Introduces New Product

Can the big blast plan of advertising produce for an industrial?

Construction men are a tough breed. They admire toughness based on know-how. So quiet, respected Eimco Corp., Salt Lake City, set off a big blast which has produced a hail of questions and comments from prospects, distributors, its own salesmen, and competitors. The blast: a 16-page advertisement announcing that Eimco has a new product—a crawler tractor—ready to challenge the Big Four—Caterpillar, Allis-Chalmers, International Harvester and Oliver.

The result: The run-of-paper, black-and-white advertisement with editorial-type, helpful copy was found to be "interesting" to 73% of the readers of the January issue of *Construction Methods and Equipment*, as measured by Readex. This is the highest score for any advertisement studied by Readex in CM & E.

The 16-page advertisement also was published in the February 10 issue of *Engineering News-Record*. These advertisements are being followed up with monthly multi-page units in both publications.

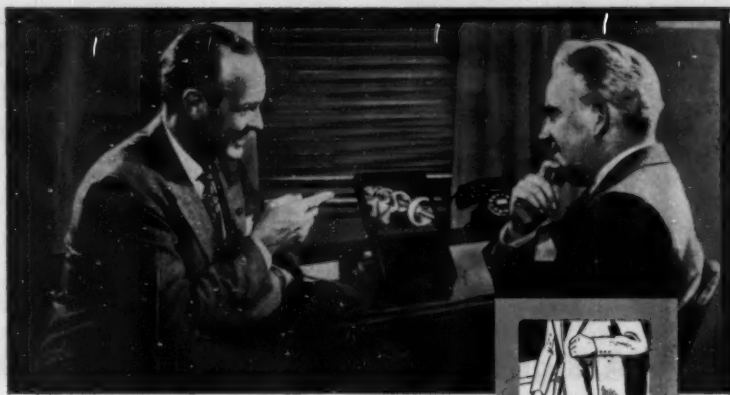
The 50 pages of advertising run in these two publications in 1954 are to be doubled in 1955.

Goal is Recognition

Eimco's goal is to secure immediate recognition for its type of tractor in a highly competitive market among well established manufacturers. It plans to secure 10% to 15% of the market for its type of tractor.

Advertising has been assigned a key part in securing for Eimco 75 dealers in the United States and 40 dealers abroad.

Effect of the blast will be measured in dealerships opened and in sales; also by a new brand-name recognition study. Just before the 16-page advertisement was published, a recognition study was conducted. It was found that the Big Four rated high in recognition, while Eimco, not yet recognized in the same field, did not score well. For example, the Big Four received seven to nine and one-half times as many mentions as Eimco, indicating the handicap facing Eimco in breaking into a competitive market.



NOW... YOUR SALESMEN TELL YOUR STORY THE WAY YOU WANT IT TOLD

Your sales story can now be illustrated—in exact sequence—with full color pictures of your product, plant, and advertising plans. This amazing sales-stimulator takes 36 standard 35mm slides at a time.

The FR Port-A-View has been hailed by sales managers as an economical, effective sales aid that salesmen like to use. Used by America's top companies. At photo dealers or write FR for free 30-day trial.



FR

PORT-A-VIEW
Self-contained projector,
screen and automatic slide
changer

\$54.95

DISCOUNTS IN QUANTITY
Weights only 4 lbs. Sets up,
folds instantly, carries over
shoulder like camera.



THE FR CORPORATION 951 BROOK AVENUE, NEW YORK 51

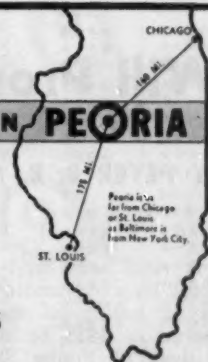


DOES IT IN PEORIA

The Journal Star—

PLUS These

MERCHANDISING HELPS



SIX BIG PLUSES—TIE-IN TIPS, a weekly mailing to grocers . . . GROCERY & DRUG ROUTE LISTS . . . AcSELLerator, 8 page monthly merchandiser to dealers . . . TEST and SELL PEORIArea, market facts and circulation by towns with percent coverage . . . METROPOLITAN PEORIA DIRECTORY OF DISTRIBUTORS and RETAILERS . . . SELLetter, sales helps for retailers.

Another reason why "ONE DOES IT IN PEORIA"

PEORIA JOURNAL STAR

Daily net paid 100,000 plus

Represented Nationally by WARD-GRIFFITH CO., Inc.

PEORIA FIRST in Illinois

EXCEPT CHICAGO



300-Man Future Sales Ratings Board:

Predicts

6% gain in retail sales for April-May-June
(over second quarter 1954)

Assigns

Sales Prospect Ratings

- increased for 12 industries
- decreased for 1 industry

Sales Prospect Ratings

- increased for 5 industries
- decreased for 1 industry



Will Promotions Convert Prospects?

BY PETER B. B. ANDREWS • Consulting Economist

A retail sales level topping any record for a comparable period in history is anticipated for the second quarter of 1955 by the Board of Analysts of Future Sales Ratings. Consensus indicates a minimum gain of 6% in retail sales of this quarter over the second quarter of 1954, with a relatively better or worse showing heavily contingent on the quality and extent of promotional effort.

High public buying power, new improved products and confidence in the future are the key bases for expected sales improvement under the vital stimulus of greater advertising and sales activity in the quarter ahead.

Optimistic feeling of the Board is reflected in the fact that the majority of the 110 leading industries of the United States, shown on the opposite page, are rated four stars or better.

Spring consensus of reanalysis by this 300-man group of economists,

statisticians and marketing men on these industries' sales potentials results for the second quarter of 1955 in increased ratings for 12 industries

and decreased ratings for one. For the next 12 months the consensus brings increased ratings for five and decreased ratings for one.

Why the Changes? →

Ratings Dropped . . .

Only two Sales Prospect Ratings were lowered, one in the near-term prospect for anthracite coal, down one star to the new rating of two, and the other in the long-term outlook for anthracite coal, similarly reduced. This reflects simply an increasingly competitive situation from oil and gas heating.

New Size Ratings . . .

The Relative Size Rating of advertising was increased from D to B, as this classification has now been redefined to include all types of advertising expenditures.

Similarly, a redefinition of woolens and worsteds to include the raw fabric only brings reclassification from A to D.

FUTURE SALES RATINGS . . . For April 1, 1955

In the 110-Industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the star ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

How to Read the Table:

Key to Relative Size Ratings

(By industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	B	★★★★	★★★★	Luggage	G	↑★★★	★★★
Air Conditioning	E	★★★★	★★★★	Machine Tools	G	★★★★	★★★★
Air Transportation	E	★★★★	★★★★	Machinery (Agric.)	E	★★★★	★★★★
Aircraft Sales	E	★★★★	★★★★	Machinery (Ind'l.)	B	★★★★	★★★★
Auto Sales (New)	A	↑★★★★	★★★★	Materials Handling	E	★★★★	★★★★
Auto Sales (Used)	E	↑★★★★	★★★★	Meats	C	★★★★	★★★★
Auto Service & Parts	E	★★★★	★★★★	Medical and Dental Care	C	★★★★	★★★★
Auto Tires	E	★★★★	★★★★	Metal Containers	E	★★★★	★★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	C	↑★★★★	★★★★
Banks (Revenue)	D	★★★	★★★	Motion Pictures	E	★★★★	★★★★
Beer	C	★★★★	★★★★	Musical Instruments	G	★★★	★★★
Building (Heavy)	C	★★★★	★★★★	Office Equipment	C	★★★	★★★
Building (Residential)	E	★★★★	★★★★	Oil Burners	E	★★★★	★★★★
Candy & Chewing Gum	E	★★★★	★★★★	Oil (Cooking)	G	★★★★	★★★★
Canned Fruits & Veggies.	E	★★★★	★★★★	Oil Equipment	D	★★★★	★★★★
Cereals	G	★★★★	★★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★	★★★★	Paint	E	★★★★	★★★★
Cigarettes	C	★★★	★★★	Paper & Products	D	★★★★	★★★★
Cigars	G	★★★	★★★	Personal Care	G	★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★	★★★★	Photographic Supplies	F	★★★★	★★★★
Coal (Anthracite)	F	↓★★	↓★★	Plastics	F	★★★★	★★★★
Coal (Bituminous)	D	★★★	★★★	Plumbing & Heating	C	★★★★	★★★★
Coin Machine Sales	D	★★★★	★★★★	Printing & Publishing Equip.	F	★★★★	★★★★
Commercial Printing	E	★★★★	★★★★	Radios	F	★★★★	★★★★
Cosmetics	E	★★★★	★★★★	Railroad Equipment	D	★★★	★★★
Cotton Textiles	A	★★★★	★★★★	Railroads	B	↑★★★★	★★★★
Dairy Products	D	★★★★	★★★★	Refrigerators	E	★★★★	★★★★
Department Stores	A	↑★★★★	↑★★★★	Restaurants & Bars	A	★★★★	★★★★
Diesel Engines	G	★★★★	★★★★	Restaurant Equipment	E	★★★★	★★★★
Dinnerware	E	★★★	★★★	Rubber Products	D	★★★★	★★★★
Drugs & Medicines	C	★★★★	★★★★	Security Financing	F	★★★★	★★★★
Dry Cleaning	E	★★★★	★★★★	Shipbuilding	F	★★★★	★★★★
Education	F	★★★	★★★	Shoes	D	★★★★	★★★★
Electrical Eq. (Industrial)	C	★★★★	★★★★	Silk Textiles	G	★	★
Electrical Eq. (Consumer)	D	★★★★	★★★★	Silverware	G	★★★★	★★★★
Exports	A	↑★★★★	↑★★★★	Soap	E	★★★★	★★★★
Farming	A	★★★	★★★	Soft Drinks	F	★★★★	★★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★★★	★★★★
Food Processing	A	★★★★	★★★★	Steel & Iron	A	★★★★	★★★★
Furs	G	★★★	★★★	Sugar	E	★★★★	★★★★
Gasoline & Oil	C	★★★★	★★★★	Surgical Equipment	G	★★★★	★★★★
Glass & Materials	E	↑★★★★	↑★★★★	Synthetic Textiles	E	★★★★	★★★★
Government Procurement	A	★★	★★	Television	E	★★★★	★★★★
Groceries	A	★★★★	★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★★
Hardware	D	★★★★	★★★★	Toys & Games	F	★★★★	★★★★
Hotels	D	★★★★	★★★★	Trailers (Auto)	G	↑★★★★	★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★	★★★★	Travel & Vacations	A	★★★★	★★★★
Household Products (Misc.)	C	↑★★★★	↑★★★★	Travel Overseas	D	★★★★	★★★★
Imports	C	↑★★★★	↑★★★★	Trucks	D	★★★★	★★★★
Instalment Financing	C	↑★★★★	↑★★★★	Utilities	C	★★★★	★★★★
Insurance	E	★★★★	★★★★	Utilities (Gas)	D	★★★★	★★★★
Jewelry & Watches	E	★★★	★★★	Utilities (Telegraph)	G	★★	★★
Laundries	F	★★★★	★★★★	Utilities (Telephone)	C	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★	★★★★	Vacuum Cleaners	G	★★★★	★★★★
				Washers (Household)	F	★★★★	★★★★
				Woolens & Worsteds	D	★★★★	★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Bases for High Ratings . . .

The business upturn is firmly based and expected to maintain its rising momentum without Government stimulation.

Boom conditions prevail in such backbone industries as steel, automobiles, electric power, textiles, foods and construction.

More people are working for more money. Moreover, higher hourly wages and stable living costs have given most workers their greatest postwar gain in purchasing power.

Instalment financing and mortgage money is abundant and easy, while accumulated savings are higher, having risen an additional \$8.6 billion in 1954, largest gain since World War II. Confidence prevails widely and people are not afraid to go in debt.

Many new and desirable models of a wide variety of products are being offered with excellent promotion to back their progress.

Business volume generally is up and profits favorable, indicating a near future of higher salaries and higher dividend payments. Increased rental incomes also augur well for retail sales.

Investment in plant and equipment is encouraged by Government policies; more and more capital is going into long-term investment.

State and local spending — for schools, hospitals, water systems, etc. — is likely to exceed any dip in Federal expenditures. The \$7 billion state-and-municipal borrowing rate of 1954 is scheduled to double.

A new approach to Government spending has favorable implications to business expansion. The \$101 billion highway construction proposal will bring about a new Federal agency to raise money by sale of its own bonds, then advancing it to states.

Similarly, a new plan to stimulate seriously needed school building, offered by the federal government, is likely to result in large-scale bond issues by states.

Export-import business is on the rise, with sales of products abroad likely to be substantially higher this year than last.

The Board expects greater production and greater earnings of more people to pay for more consumption of improved products and so in turn make more and better jobs.

Ratings Could Go Lower Because . . .

Industrial capacity is record-breaking and growing rapidly; some capac-

ity is unused and obsolescent, unprofitable to operate. Overcapacity is feared in many quarters.

Although employment has increased somewhat over last year, unemployment totals still bulk large; recovery is not great enough for comfort.

The present business world is extremely competitive, with many being hurt. Hard-hitting methods of discount houses and the plight of many downtown stores suffering from suburban competition reflect trends of the times. Failures are increasing.

Agricultural buying power, despite a little improvement, remains well below the average of recent years.

Federal spending is lower.

Consumer debt is high and on the rise; some critics view this as too much borrowing from the future to satisfy present wants.

Hesitancy exists in some quarters over expanding plant and equipment further when capacity generally is already high.

Belligerent attitudes of the Chinese and Soviet Reds may create unfavorable war fears.

Why Ratings Rose . . .

Auto sales (new):

Heavy first-quarter production of colorful, better performing models, as well as good public purchasing power and increased advertising and selling promotional expenditures, point to unusually high sales in the second quarter of 1955. Near-term rating raised to five stars, up one star.

Auto sales (used):

High inventories here too make potential sales base broad. Values are good through improved reconditioning and favorable prices. More advertising aimed specifically at moving used cars will help, too. New near-term rating four stars, up one.

Department stores:

Though downtown in many instances is suffering, suburban stores and those in shopping centers are booming, making overall effect better. Near and long terms each raised one, making new ratings four stars.

Exports:

Superiority of American products is traditionally accepted abroad; along with greater promotional effort to get foreign business, this indicates better times ahead. New ratings for near and long terms four stars, up one each.

Glass and materials:

Building and auto construction

boom, as well as other glass uses, bring a one-star advance in sales ratings, to five each for near and long term.

Household products:

Constant flow of interesting, restyled, better performing and in some cases newly invented household products point to higher sales in this heavily promoted field advertising-wise. A one-star increase in near- and long-term ratings brings them to five each.

Imports:

Easing of tariff and rising importation of more interesting and useful foreign products, also well advertised here—plus growing need of some foreign raw materials—merit one-star advances to four each for near and long terms.

Instalment financing:

Low down payments, consumer confidence in the future, easy-money policies of the Government, and existence of many attractive new products indicate higher business in this industry. Near term up one star to four stars.

Luggage:

Interesting new styles, mounting business and vacation travel bring one-star rise in near term to three stars.

Metals (non-ferrous):

Machinery manufacturing prospect is good, with favorable demand likely for component metals such as copper, lead, zinc, aluminum and some of the fine alloys. Near-term rating up from three to four stars.

Railroads:

Step-up in over-all business activity is likely to be reflected in better business for railroads, despite increased competition from air cargo, trucks and waterways. Improved expense control points to higher net incomes. Near term up one star to three stars.

Trailers (auto):

Boom in heavy industries and record-breaking activity in business generally is improving the demand for industrial trailers. Constant betterment in new models and excellent promotion also combine to advance near-term rating from two to three stars.

The End.

"This is the kind we make for the Growing Greensboro Market!"



THERE'S A BIG CROP OF LONG GREEN ready now—in the Growing Greensboro Market—where 1/6 of North Carolina's people account for 1/5 of the state's \$3-billion retail sales . . . It's a market centered around the No. 1 metropolitan county area in both Carolinas—an area that's first in total sales and per-family sales! . . . When you have a hot sales story to tell, you can't find a market where sales come easier, than in the Growing Greensboro Market . . . One of the big reasons for top selling action in this top-return market is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

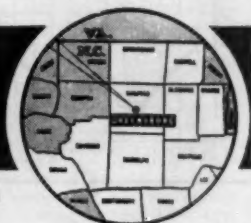
Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



New Marlboro Bids for Smokers With Crush-Proof, Flip-Top Package

As far as cigarettes are concerned, it's a buyers' market. That seems to be the conclusion reached by the makers of Marlboro. They have come out with a new cigarette and a new package with a new design. The cigarette is tailored to suit the taste, touch, sight and pocketbook of even the most fastidious smoker: It seems to provide some answer to almost every objection ever raised by the tobacco user.

Most conspicuous change was made in the package. Designed by Frank Gianninoto, the new package is a crush-proof red and white box with dark blue lettering. The box is the shape and size of a king-size, soft-paper cigarette pack, features a flip-top which permits the user to extract a cigarette without taking the pack all the way out of his shirt pocket.

This package, according to Philip Morris & Co., Ltd., Inc., makers of Marlboro, is the first major innova-

tion in cigarette packaging in 38 years. Here are some of the ways it is expected to please the smoker:

1. It can be carried in a woman's purse or man's pocket without danger of crushing the cigarettes.
2. It is easy to open; closed it preserves cigarette flavor.
3. It keeps stray bits of tobacco out of purse and pocket.
4. The package design is easy to identify.
5. The tax stamp is on the back of the package.

The new package has further usefulness after the contents have gone up in smoke: as a container for storing rolled-up nylons, or nails, screws, staples, nuts, bolts and eye-hooks.

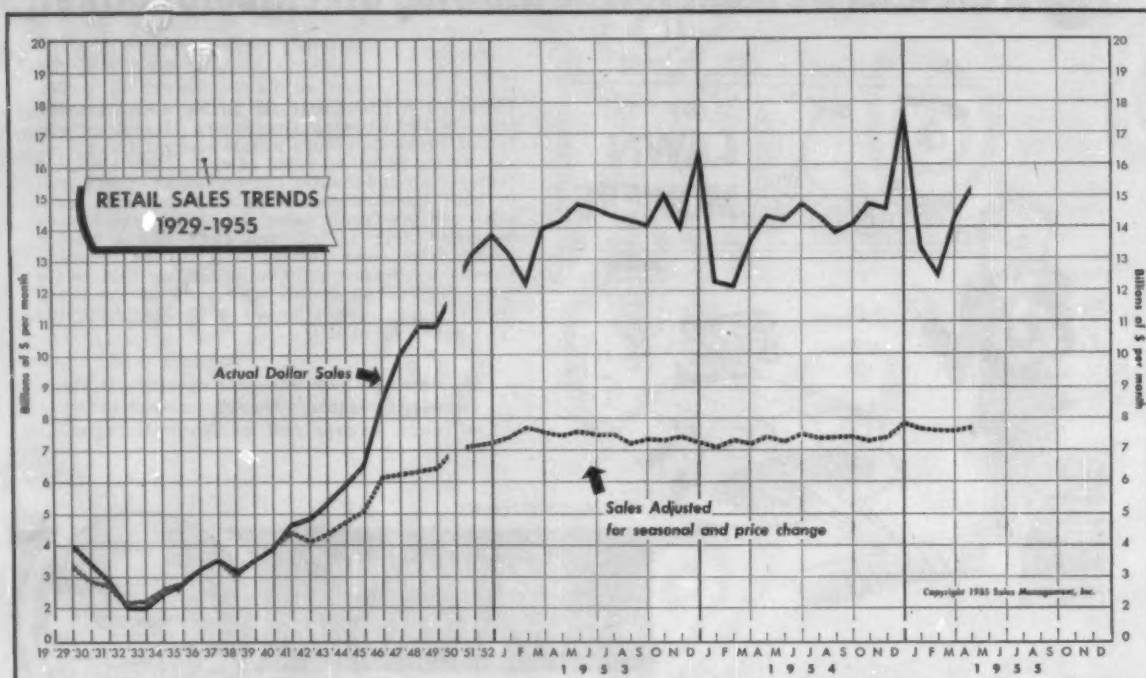
To satisfy other preferences of smokers, the new Marlboro has a



filter, cork tip, long length, prestige appeal, economy.

Pre-testing of the new package was intensive with hidden cameras and one-way mirrors set up in retail outlets to record consumer reaction to the Marlboro box, design and colors. In addition, smokers were interviewed at length about their preferences in cigarette and package features.

HIGH SPOT CITIES



April Retail Sales: Up 6% Again

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

Retail sales in April 1955 will probably total \$15.2 billion, as plotted on chart above, representing a gain of 6% over April 1954. Thus the recent retail boom is entering the fifth successive month in which sales have

run better than 5% above the level of the preceding year. While automotive sales (and gasoline) continue to be the prime mover in this sales picture, other categories, particularly general merchandise, are also begin-

ning to pick up. In recent weeks general merchandise has been running ahead of last year by 4% with furniture and household appliances representing the fastest moving products in total department store sales.

Retail Sales Box Score

	2-month totals			February		
	1955	1954		1955	1954	
	\$ Millions		%	\$ Millions		%
			Change			Change
Food	6,661	6,469	+ 3.0	3,263	3,112	+ 4.9
Eating and Drinking Places	1,970	1,950	+ 1.0	957	962	- 0.5
General Merchandise	2,429	2,309	+ 5.2	1,185	1,142	+ 3.8
Apparel	1,275	1,282	- 0.5	582	604	- 3.6
Furniture and Appliances	1,351	1,323	+ 2.1	653	652	+ 0.2
Lumber, Building, Hardware	1,655	1,654	+ 0.1	835	868	- 3.8
Automotive	5,324	4,378	+21.6	2,379	2,254	+18.9
Gasoline Service Stations	1,848	1,656	+11.6	899	801	+12.2
Drug and Proprietary	822	801	+ 2.6	402	394	+ 2.0
*Total Sales	26,124	24,406	+ 7.0	12,845	12,067	+ 6.4

*Includes data for kinds of business not shown in above nine categories

How Good Are SM's Retail Trade Forecasts?

1954	Sales Management Forecast (Billion \$)	Actual	% of Error	% Change From Same Month of Preceding Year
January	12.5	12.3	-0.5	-4.5
February	12.1	12.1	-1.1	-3.1
March	14.0	13.5	-3.0	-3.0
April	13.9	14.3	+2.9	-0.2
May	14.1	14.2	+1.2	-2.9
June	14.1	14.7	+3.7	+0.6
July	14.2	14.4	+0.6	-0.4
August	14.0	13.9	-0.6	-2.6
September	14.1	14.1	+0.4	+0.4
October	14.7	14.7	-0.2	-2.2
November	14.2	14.5	+2.2	+4.3
December	16.9	17.9	+5.7	+8.7
Monthly Average	14.1	14.2	+0.7	

The current retail boom appears well supported by all general economic indicators. Industrial output has climbed to a point only 4% below the 1953 peak level. Steel output has reached 92% of capacity, highest since June 1953. Auto output is exceeding all expectations, running at levels commensurate with the 1950 record performance.

The Federal Reserve Board's recently issued annual consumer survey reflects a basic optimism on the part of consumers which also should add support to the retailing boom. More people reported plans to buy homes than at any time in the previous seven years. This will carry over to the purchase of furniture and appliances, which are closely keyed to new household formation and to changes in household residence.

With all these indicators of future gains ringing in our ears, this may be a good time to record the fact that on the whole our monthly forecasts of retailing ups and downs have proved to be correct. We show below a summary of our forecasts in the past year alongside the actual results, as reported by the Department of Commerce some two months after publication of our forecasts. Our margin of error is seen to be under 1%. Of more importance is the fact that 1954 was a turning point year; retail sales at the outset were declining at the rate of 5%, but finished the year with gains of 9% over the preceding year. Our forecasts successfully recorded this basic change from a buyers' to a sellers' market.

Among states reporting better-than-average performance for this April as compared with last April are:

Alabama	Kansas
Arizona	Maine
Arkansas	North Dakota
Colorado	Washington

The leading cities, those with a

City National-Index well above average are:

Santa Ana, Cal.	123.0
Fort Lauderdale, Fla.	122.2
Colorado Springs, Colo.	118.7
Orlando, Fla.	118.2
Ventura, Cal.	116.5
Lubbock, Tex.	115.6
Greensboro, N. C.	113.7
Miami, Fla.	112.8
St. Petersburg, Fla.	112.6
Hempstead Township, N. Y.	112.2
Tucson, Ariz.	112.2
Wichita, Kan.	111.4
Greenville, S. C.	110.8
Elizabeth, N. J.	110.2
Jacksonville, Fla.	110.0
Billings, Mont.	110.0
Eugene, Ore.	109.9
Lincoln, Neb.	109.6
Topeka, Kan.	109.5
Lake Charles, La.	109.4
Norfolk, Va.	109.3
Fort Smith, Ark.	109.2
Everett, Wash.	109.2
Portland, Ore.	108.6
Pasadena, Cal.	108.5
San Antonio, Tex.	108.3
Austin, Tex.	108.2
Macon, Ga.	108.1
Amarillo, Tex.	108.1

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure. "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

	City	City	City	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	vs.	vs.	vs.	April
	1939	1954	1954	1955

UNITED STATES

438.4 106.0 100.0 15183.00

How Important Is

NORWALK, Conn.?

Norwalk is a big shopping center—listed by Sales Management as a metropolitan area—a market of 101,900 population—a market where 80% of the families are in the 3 top spending brackets and have 95% of the income.

That's the reason why Retail Sales reached the all time high of \$132,496,000.

That's the reason why selling in the Norwalk market is so profitable.

THE NORWALK HOUR, with dominating circulation, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

STAMFORD

CONNECTICUT'S RICHEST MARKET

Highest family income (\$7,912) of all Connecticut cities over 50,000 population—highest family income of all major cities in the richest metropolitan area in the country.

With a family income that is 53% above average and sales 44%, your advertising really pays off in the Stamford market.

The Stamford Advocate with 99% coverage of all the city homes is the surest way to reach these top income and spending families. It's the sure way to more profits in the nation's No. 1 selling area.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	City	S
Index	Index	Index	(Million)
1955	1955	1955	April
vs.	vs.	vs.	1955
1939	1954	1954	

Alabama

★ Birmingham	489.8	108.2	102.1	40.65
★ Gadsden	551.0	106.2	100.2	5.73
★ Mobile	623.4	106.2	100.2	15.90
★ Montgomery	497.7	111.2	104.9	12.74

Arizona

★ Phoenix	775.3	106.5	100.5	30.78
★ Tucson	850.5	118.9	112.2	16.67

Arkansas

★ Fort Smith	577.1	115.8	109.2	7.56
★ Little Rock	506.7	109.2	103.0	20.32

California

★ Bakersfield	426.0	102.7	96.9	12.31
★ Berkeley	408.1	108.5	102.4	11.59
★ Fresno	493.9	106.3	102.2	21.83
★ Long Beach	603.9	106.6	100.6	42.94
★ Los Angeles	456.6	106.7	100.7	296.37
★ Oakland	405.5	104.1	98.2	60.82
★ Pasadena	590.4	115.0	108.5	27.04
★ Riverside	620.8	106.7	100.7	8.94
★ Sacramento	449.8	107.7	101.6	29.51
★ San Bernardino	665.6	111.8	105.5	14.91
★ San Diego	676.3	112.4	106.0	53.63
★ San Francisco	338.4	103.0	97.2	107.64
★ San Jose	540.7	110.8	104.5	20.71
★ Santa Ana	878.4	130.3	123.0	14.23
★ Santa Barbara	435.2	109.0	102.8	8.40
★ Stockton	459.4	103.4	97.5	14.15
★ Ventura	651.6	123.5	116.5	5.93

Colorado

★ Colorado Springs	521.3	125.8	118.7	9.07
★ Denver	453.9	114.0	107.5	66.99
★ Pueblo	453.4	114.2	107.7	8.57

Connecticut

★ Bridgeport	368.5	101.0	95.3	22.48
★ Hartford	348.7	105.7	99.7	31.38
★ Meriden				
★ Wallingford	358.9	99.6	94.0	6.46
★ Middletown	396.0	99.1	93.5	3.92
★ New Haven	310.6	102.9	97.1	22.49
★ New London	327.7	104.4	96.5	5.21
★ Stamford	453.5	103.7	97.8	10.25
★ Waterbury	356.5	107.5	101.4	12.87

Delaware

★ Wilmington	415.0	106.3	100.3	22.37
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District of Columbia

★ Washington	380.2	109.5	103.3	126.99
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Get Within RANGE

Geographic isolation puts New London beyond advertising range of any outside major market daily.

THE DAY and only THE DAY covers 93% of this \$1,500 ABC City Zone market with retail sales exceeding \$68½ million. Get within range of this big sales opportunity for your product now.

The Day

NEW LONDON, CONNECTICUT

National Representatives:
GILMAN, NICOLL & RUTHMAN

You Always Get More In Middletown

Middletown is a consistently good sales market because it is well-balanced with good distribution of income in all buying groups.

25.5% of our families are in the middle income group—33.6% are in the upper income group and 15.2% are in the high income group.

"You Always Get More In Middletown"

This highly responsive market can be thoroughly sold only through the Middletown Press because no combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

NATIONAL REPRESENTATIVES
The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Florida

★ Fort Lauderdale	845.9	129.5	122.2	12.52
★ Jacksonville	563.8	116.6	110.0	34.62
★ Miami	730.3	119.6	112.8	62.51
★ Orlando	643.1	125.3	118.2	14.02
★ Pensacola	510.7	99.9	94.2	7.15
★ St. Petersburg	682.2	119.4	112.6	18.42
★ Tampa	692.9	112.4	106.0	26.47

Georgia

★ Albany	619.3	113.5	107.1	5.14
★ Atlanta	457.2	105.9	99.9	65.33
★ Augusta	559.6	108.7	102.5	11.64
★ Columbus	556.9	109.7	103.5	10.97
★ Macon	476.6	114.6	108.1	9.96
★ Savannah	459.8	103.8	97.9	13.15

Hawaii

★ Honolulu	437.7	107.8	101.7	29.06
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Idaho

★ Boise	406.0	108.5	102.4	7.43
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Illinois

Bloomington	372.6	98.9	93.3	6.11
Champaign				
Urbana	403.4	101.0	95.3	8.31
Chicago	355.2	103.6	97.7	446.13
★ Danville	403.8	106.5	100.5	6.30
Decatur	398.1	102.7	96.9	10.59
East St. Louis	443.2	102.8	97.0	9.75

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Moline-Rock Island-

E. Moline	401.3	103.8	97.9	12.44
Peoria	326.6	100.7	95.0	16.56
Rockford	467.9	105.2	99.2	17.03
Springfield	400.3	105.2	99.2	13.61

Indiana

Evansville	411.5	99.3	93.7	15.43
★ Fort Wayne	471.2	110.9	104.6	21.96
Gary	461.6	102.4	96.6	16.57
Indianapolis	429.3	103.2	97.4	67.13
★ Lafayette	451.3	114.2	107.7	6.86
Muncie	390.3	104.0	98.1	7.61
South Bend	464.6	99.3	93.7	18.49
Terre Haute	347.7	100.1	94.4	9.70

Iowa

★ Cedar Rapids	469.0	108.9	102.7	12.85
★ Davenport	404.2	108.3	102.2	11.48
★ Des Moines	414.4	106.8	100.8	28.26
Dubuque	403.7	102.3	96.5	6.54
Sioux City	336.5	98.9	93.3	10.97
★ Waterloo	399.6	106.8	100.8	9.43

Kansas

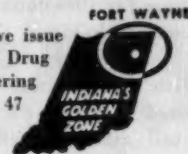
★ Hutchinson	453.0	111.6	105.3	6.07
★ Kansas City	492.1	108.7	102.5	14.32
★ Topeka	506.9	116.1	109.5	13.28
★ Wichita	753.1	118.1	111.4	33.21

Kentucky

★ Lexington	419.3	107.7	101.6	11.49
Louisville	446.8	105.2	99.2	48.52
Padesah	483.5	93.7	88.4	5.85

CHECK YOUR TEST AT NO EXTRA COST!

Every 26 days we issue
a Grocery and Drug
Inventory covering
900 items in 47
classifications.



This gives you the following
valuable brand information:

- Average units sold per store.
- Total units sold, all stores.
- Percent of distribution.
- Total stock on hand.
- Sales inducements used.

WRITE FOR DETAILS

FORT WAYNE NEWSPAPERS, INC.

Agent

The News-Sentinel
and
THE JOURNAL-GAZETTE
Fort Wayne, Indiana

Represented by Allen-Klapp Co.
New York - Chicago - Detroit - San Francisco



*
LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE

DID YOU KNOW?

In 1953—187 advertisers in This Week also placed a total of 422,963 lines in the Louisville Courier-Journal Sunday Magazine. In the ten-year period from 1944 to 1954, the Louisville Courier-Journal Sunday Magazine grew in advertising lineage from 422,868 lines annual to 1,422,047.

*The bulk of this lineage is in the Magazine; however, some appears in the comics and R.O.P.
Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 283,238 • Member of the Locally-Edited Group • Represented Nationally by The Branham Company.

1,193,198* Lines Of AUTOMOTIVE ADVERTISING

Appeared in Meriden, Conn. during
the first 11 months of 1954.

This grand total was surpassed by only one other daily newspaper in New England*—a Connecticut metropolitan paper.

FOLLOW THE TREND—USE THE GROWING
MERIDEN-WALLINGFORD NEWSPAPERS

The MERIDEN RECORD—The MERIDEN JOURNAL
Meriden, Conn.

Represented Nationally by Gilman, Nicoll & Ruthman

*Papers measured by Media Records.

BIDDEFORD-SACO

where families count most when it comes to buying.

With \$5405 family income compared to \$4563 for the state and retail sales of \$4088 per family compared to the state's \$3544, your advertising dollars work harder because the target is bigger—the sales resistance is less.

The Biddeford Journal—the family paper in 95% of the homes is the best way to sell the best families in Maine.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

Taunton, Mass.

A Great Sales Market Here's why

Taunton's family income of \$5020 is highest of Bristol County's three largest markets.

Taunton's sales per family are substantially above the U. S. average.

More than 69,000 people in the city and retail trading area regularly buy all their needs through Taunton's up-to-date merchants.

The Gazette, reaching more than 90% of all Taunton families, gives you that big extra sales lift and balances out the other not-so-profitable markets.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	City	City	
Index	Index	Index	Index	\$
1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	April
1939	1954	1954	1955	1955
Louisiana				
★ Baton Rouge ...	597.0	108.3	102.2	15.79
★ Lake Charles ..	698.2	116.0	109.4	6.40
Monroe-				
West Monroe...	483.2	105.3	99.3	7.78
★ New Orleans ...	456.2	107.5	101.4	59.44
★ Shreveport	465.6	107.0	100.9	18.16
Maine				
★ Bangor	356.5	107.8	101.5	5.99
★ Lewiston-Auburn	357.3	107.7	101.6	7.54
★ Portland	341.5	110.5	104.2	13.01
Maryland				
★ Baltimore	377.2	108.7	102.5	118.90
Cumberland ...	271.8	105.4	99.4	4.81
Hagerstown	360.1	103.7	97.8	5.15
Massachusetts				
★ Boston	296.5	108.4	102.3	120.55
★ Brockton	312.3	107.3	101.3	8.12
Fall River	324.1	102.4	96.6	10.89
Holyoke	369.8	105.0	99.1	6.73
★ Lawrence	340.7	110.5	104.2	10.12
Lowell	374.6	103.8	97.9	9.59
★ Lynn	327.0	110.9	104.6	11.25
New Bedford ...	334.0	103.7	97.8	11.29
Pittsfield	320.9	100.6	94.9	6.45
★ Salem	376.1	107.8	101.7	6.13
Springfield	329.1	105.6	99.6	22.87
Worcester	313.5	100.3	94.6	24.11
Michigan				
Battle Creek ...	433.2	102.6	96.8	8.75
Bay City	391.1	101.2	95.5	7.04
Detroit	423.3	99.3	93.7	213.57
★ Flint	525.5	114.2	107.7	31.27
★ Grand Rapids ..	432.4	107.1	101.0	28.97
Jackson	403.4	105.4	99.4	9.36
Kalamazoo	396.7	105.8	99.8	11.86
Lansing	419.2	96.5	91.0	16.18
Muskegon	421.0	101.4	95.7	8.21
★ Pontiac	549.6	106.2	100.2	14.18
Port Huron	395.3	100.5	94.8	5.89
Royal Oak-				
Ferndale	713.9	105.8	99.8	12.85
Saginaw	443.0	105.7	99.7	13.20

BANGOR

And Northeastern Maine

Are On The March!

\$150,000,000

in construction projects!

Here's proof positive of a strong and growing future for the 7-county area served by the Bangor Daily News. Outstanding in this program is a new steel fabricating plant in Brewer, Maine; plus two new shoe manufacturing plants for Bangor, new development in wood processing for paper manufacturing—definite interest in newly discovered mineral deposits, diversification in agriculture spell out rapid, immediate growth. Send for details.

Bangor Daily News

Maine's **BIG** Paper

Reaches 74% of Families
In 7-County Area

Represented by
Johnson, Keat, Gavin & Sinding, Inc.

Advertising In THE BERKSHIRE EAGLE Pittsfield, Massachusetts

PAYS OFF!

Building permits for December 1954 were \$543,550 — 133.6% over December 1953.

The Dragon Cement Co. recently announced plans to construct a \$10,000,000 plant.

General Electric's 1954 payrolls exceeded \$1,000,000 a week plus employee benefits averaging \$734 per year in addition to regular pay.

Sales Management reports that 1954 income and retail sales exceeded 1953 by big margins.



The Eagle covers 121 per cent of homes in City Zone and 70 per cent in the county area
BERKSHIRE EVENING EAGLE
Julius Mathews Special Agency, National Reps.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.W. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Minnesota

Duluth	306.3	99.6	94.0	12.22
★ Minneapolis	354.5	108.3	102.2	79.19
St. Paul	317.3	104.2	98.3	44.13

Mississippi

Jackson	512.0	102.9	97.1	11.06
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Missouri

★ Joplin	373.2	107.5	101.4	5.56
Kansas City	445.1	105.9	99.9	83.02
St. Joseph	327.9	102.5	96.7	7.87
St. Louis	342.5	101.4	95.7	100.49
★ Springfield	442.1	108.4	102.3	9.55

Montana

★ Billings	485.1	116.1	110.0	7.47
Butte	216.8	95.5	90.1	4.51
★ Great Falls	397.6	110.3	104.1	6.72

Nebraska

★ Lincoln	444.4	116.2	109.6	14.40
Omaha	357.7	102.2	96.4	32.87

Nevada

★ Reno	441.1	106.0	100.0	8.38
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New Hampshire

Manchester	334.1	105.8	99.8	9.32
Nashua	313.3	100.9	95.2	3.76

New Jersey

★ Atlantic City	368.4	108.9	102.7	13.63
★ Camden	433.0	112.0	105.7	17.71
★ Elizabeth	405.6	116.8	110.2	15.13
★ Jersey City				
Hoboken	322.9	107.9	101.8	31.03
Newark	297.1	97.8	92.3	61.43

... for full
population, sales
and income data
on these cities
see the May 10
FILES

MANAGEMENT
Survey
Buying Power



APRIL 1, 1955

The PORTLAND, MAINE Market is a Nine County Sales Area

76% of industrial payrolls

62% of the population

65% of the income

64% of the retail sales
of the state of Maine are
concentrated in these nine
southern counties.



Figures from 1955 Survey of
Buying Power

AND HERE'S ANOTHER REASON WHY YOU SHOULD LOOK INTO THE PORTLAND, MAINE MARKET

Sales Management's latest Test Market Survey
rates Portland as one of the nation's best:

1st for all cities in Maine

1st in New England for cities in 75,000 to 150,000 population group

3rd in New England for cities of all sizes

6th in U. S. A. for cities in 75,000 to 150,000 population group

18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

The PORTLAND newspapers give you 94% coverage of the
city and retail trade zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

ADVERTISING SELLS more economically in Little Falls

30,000 people — regular readers of the Times and with good income to spend can be sold more economically — more thoroughly through the pages of this newspaper.

A schedule goes into the homes where the selling takes place.

Little Falls Times Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

(S.M. Forecast for April, 1955)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1955	1955	1955	
vs.	vs.	vs.	April
1939	1954	1954	1955

New Jersey (cont.)

Passaic-Clifton	411.9	105.9	99.9	15.94
★ Paterson	404.4	114.0	107.5	23.09
Trenton	366.2	104.4	98.5	19.85

New Mexico

★ Albuquerque	847.2	109.6	103.4	16.35
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New York

★ Albany	355.2	107.0	100.9	22.34
Binghamton	349.4	104.5	98.6	12.30
Buffalo	349.7	99.7	94.1	72.57
★ Elmira	403.1	111.1	104.8	8.99
★ Hempstead				
Township	663.9	118.9	112.2	65.13
Jamestown	369.0	101.3	95.6	6.42
New York	335.9	104.9	99.0	589.43
Niagara Falls	375.2	100.6	94.9	11.03
★ Poughkeepsie	362.7	108.0	101.9	8.45
Rochester	328.4	105.8	99.8	46.63
★ Rome	456.6	107.1	101.0	4.52
Schenectady	364.4	99.4	93.8	13.52
Syracuse	346.5	99.7	94.1	30.46
Troy	344.2	102.3	96.5	9.74
Utica	346.7	103.2	97.4	13.00

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	City	\$
Index	Index	Index	(Million)
1955	1955	1955	
vs.	vs.	vs.	April
1939	1954	1954	1955

North Carolina

★ Asheville	415.0	109.3	103.1	8.88
★ Charlotte	497.2	106.2	100.2	19.64
Durham	399.5	94.3	89.0	8.23
★ Greensboro	771.0	120.5	113.7	17.81
★ Highpoint	449.5	110.4	104.2	4.90
Raleigh	448.8	100.3	94.6	9.47
★ Salisbury	400.0	106.8	100.8	3.32
★ Wilmington	463.9	106.2	100.2	5.66
★ Winston-Salem	447.5	108.8	102.6	10.83

North Dakota

★ Fargo	413.6	111.9	105.6	6.99
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Ohio

Akron	381.4	100.4	94.7	34.33
Canton	361.6	101.1	95.4	15.73
Cincinnati	355.9	100.8	95.1	67.97
Cleveland	354.3	98.2	92.6	123.50
★ Columbus	416.4	109.6	103.4	54.96
Dayton	451.8	105.8	99.8	39.89
Elyria	512.6	105.0	99.1	5.28
Hamilton	523.2	102.8	97.0	8.79
Lima	404.9	98.9	93.3	7.45
★ Lorain	560.9	113.5	107.1	7.74
Mansfield	404.5	101.5	95.8	7.20
★ Middletown	510.8	108.0	101.9	6.13
Portsmouth	401.3	96.9	91.4	6.26
Springfield	369.0	100.1	94.4	9.41
Steubenville	283.6	102.2	96.4	5.53
Toledo	389.3	103.2	97.4	42.47
Warren	463.9	105.0	99.1	8.35
Youngstown	534.0	99.6	94.0	22.11
Zanesville	309.9	100.4	94.7	4.99

Oklahoma

★ Bartlesville	434.4	106.7	100.7	3.09
Muskogee	325.2	102.4	96.6	3.48
★ Oklahoma City	478.4	111.8	105.5	36.41
Tulsa	552.1	105.8	99.8	51.03

Oregon

★ Eugene	667.3	116.5	109.9	10.01
★ Portland	453.4	115.1	108.6	69.00
Salem	489.3	104.4	98.5	8.22

Pennsylvania

★ Allentown	376.9	108.2	102.1	15.19
Altoona	287.2	98.7	93.1	7.61
Bethlehem	386.7	101.4	95.7	6.96
Chester	436.2	104.1	98.2	9.51
Erie	440.8	100.8	95.1	17.63
Harrisburg	364.3	100.1	94.4	15.19
Hazleton	250.6	97.6	92.1	4.04
Johnstown	290.3	96.4	90.9	8.65
Lancaster	324.7	104.0	98.1	9.61

SALES MANAGEMENT



RANKS 72nd in EFFECTIVE BUYING INCOME

Passaic-Clifton, N. J., ranks 72nd in the nation in effective buying income . . . with more than \$171,457,000 in retail sales, according to Sales Management.

You can effectively reach the more than 62,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
18 East 41st Street, New York 17—Murray Hill 5-0131

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COLOR
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Use the combination you want

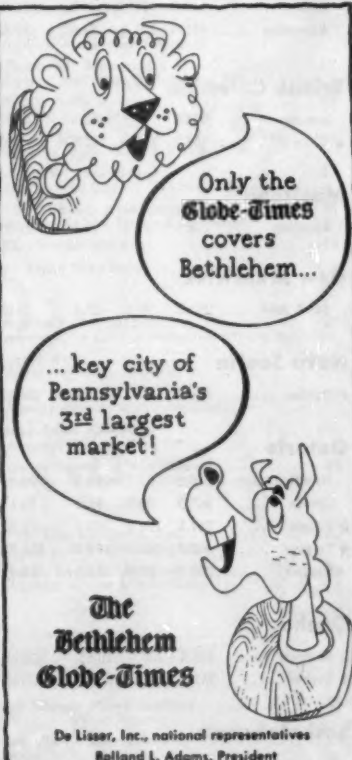
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ALTOONA, PA.'S ONLY
EVENING NEWSPAPER

RICHARD E. BEELER
Advertising Manager



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!

**The
Bethlehem
Globe-Times**

De Lissor, Inc., national representatives
Rolland L. Adams, President

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for April, 1955)

City		City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Pennsylvania (cont.)

★ Norristown	404.3	108.7	102.5	5.66
Oil City	304.9	102.2	96.4	2.47
★ Philadelphia	375.6	106.6	100.6	238.76
★ Pittsburgh	345.5	110.1	103.9	102.92
Reading	349.1	105.6	99.6	15.85
Scranton	275.1	101.7	95.9	12.90
Wilkes-Barre	299.4	98.6	93.0	10.30
Williamsport	344.2	95.7	90.3	5.92
York	341.1	98.2	92.6	8.46

Rhode Island

★ Newport	373.4	109.8	103.6	4.07
Providence	297.6	104.3	98.4	32.53
Woonsocket	312.5	100.3	94.6	5.00

South Carolina

Charleston	417.8	105.2	99.2	10.07
Columbia	486.2	101.5	95.8	13.37
★ Greenville	546.8	117.4	110.8	11.81
Spartanburg	468.8	97.3	91.8	7.22

South Dakota

★ Aberdeen	489.9	106.8	100.8	3.87
Sioux Falls	390.2	97.5	92.0	7.53

Tennessee

Chattanooga	461.8	105.4	99.4	21.38
★ Knoxville	451.3	106.1	100.1	19.72
★ Memphis	486.4	110.5	104.2	54.62
★ Nashville	448.4	107.1	101.0	29.91

Texas

★ Abilene	712.7	113.1	106.7	8.41
★ Amarillo	656.2	114.6	108.1	14.37



NEWPORT, R.I.

Rhode Island's
only preferred
High Spot City.

With a family income of \$6,099 —\$1000 above average of all other counties, plus U. S. naval expenditure of \$64,000,000 a year, your advertising in this market can do a top-notch job if you use enough of it.

You can sell this high-income and top spending market through Newport County's only daily.

The Newport Daily News

Rep. by Julius Mathews Special
Agency, Inc.

... In Norristown, Pa.

BIG SELLING SCENE

Throngs are surging to big new retail outlets in Norristown ... and ringing up their sizeable sales in this buying center which is the capital of big and wealthy Montgomery County.

The TIMES-HERALD blankets these buyers with 99% home coverage. Put it on your schedule ... for *selling* purposes!

Times Herald
NORRISTOWN, Pa.

Represented Nationally By
The Julius Mathews Special Agency

**You're Out
\$4,611,000**

And MORE if you don't sell Woonsocket! Specifically ... that's the \$290 per-family retail purchases over and above the R.I. state average made yearly in Woonsocket alone (Source: S.M. '54 Survey). ... Plus additional millions spent throughout the remainder of this 100,000-plus trading area. Cover all this bonus market now through its one-and-only local daily, the —

**WOONSOCKET
CALL**

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS MARKET**

Which Sunday Magazine Does Central Florida Prefer?

Here's the way they rate in five Central Florida counties:

Miami News' This Week ...	2,179
Miami Herald American Weekly	8,137
Jacksonville Times-Union This Week	6,181
St. Petersburg Times Parade	77
Tampa Tribune (No Magazine)	3,358
Orlando Sentinel's Florida Magazine	58,139

Add all them together and Orlando Sentinel's home-printed, home-edited, standard size 20 page Florida Magazine has almost three times the circulation of all others in these closely-knit 5 Central Florida counties.

Central Florida is a market of 400,000 people who spend \$60 million \$ a year. Florida Magazine can give you ROP color.

*Source: ABC March 31, 1954

Orlando Sentinel-Star

MARTIN ANDERSON—Editor, Owner,
Ad-Writer & Galley Boy

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

FOR THOSE WHO CARE... WHAT SALES COST

John T. Everett & Co. is a unique organization of manufacturers representatives with 12 field men, three offices and the most modern reporting methods. We cover the South from Virginia to Texas in the hardware field. Write for information.

JOHN T. EVERETT & CO.

35 South Cooper P.O. Box 8047
Memphis 4, Tenn.

KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS PROMOTIONAL PENS

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

DOYAL SALES COMPANY

Dept. SM, 158 W. 23rd Street, New York 11, N. Y.

SAN FRANCISCO sales promotion OPPORTUNITY

A leading west coast life and disability insurance company has need for sales promotion producer about 30-45—must be idea man—good organizer, able to shoulder responsibility. Successful direct mail a must—insurance experience desirable. Salary open—excellent opportunity for growth and advancement. Write in confidence Gerth-Pacific Adv. Agency, 604 Mission, San Francisco 5.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Texas (cont.)

★ Austin	543.1	114.7	108.2	18.03
Beaumont	495.2	96.7	91.2	12.38
★ Corpus Christi ..	734.1	113.4	107.0	19.38
★ Dallas	573.6	112.1	105.8	82.25
★ El Paso	590.7	106.2	100.2	19.14
★ Fort Worth ...	677.3	110.7	104.4	52.22
Galveston	462.6	105.4	99.4	9.53
★ Houston	566.3	107.2	101.1	91.12
Laredo	539.2	98.7	93.1	4.26
★ Lubbock	921.7	122.5	115.6	16.13
★ Port Arthur	463.9	108.3	102.2	7.84
★ San Angelo	528.3	112.7	106.3	6.71
★ San Antonio ...	602.2	114.8	108.3	51.43
Texarkana	527.8	102.4	96.6	6.65
★ Tyler	484.7	111.8	105.3	6.64
★ Waco	638.0	109.7	103.5	13.08
★ Wichita Falls ..	507.7	110.9	104.6	9.90

Utah

Ogden	484.6	99.0	93.4	7.85
★ Salt Lake City ..	421.8	110.5	104.2	26.53

Vermont

Burlington	357.1	98.8	93.2	5.00
Rutland	309.4	104.5	98.6	2.97

Virginia

★ Danville	560.5	112.3	105.9	7.23
★ Lynchburg	379.1	106.2	100.2	6.71
★ Newport News ..	593.6	109.4	103.2	9.32
★ Norfolk	581.0	115.9	109.3	30.62
★ Portsmouth	608.8	110.5	104.2	8.34
★ Richmond	409.2	109.6	103.4	36.75
Roanoke	438.3	104.6	98.7	13.15

Washington

Bellingham	460.5	105.0	99.1	5.94
★ Everett	513.3	115.8	109.2	7.70
★ Seattle	437.0	112.1	105.8	75.56
★ Spokane	434.0	109.4	103.2	29.61
★ Tacoma	430.2	109.7	103.5	19.66
★ Yakima	454.0	109.3	103.1	8.58

West Virginia

Charleston	375.5	95.8	90.4	13.63
Huntington	389.6	101.5	95.8	10.09
Wheeling	297.0	98.1	92.5	7.84

Wisconsin

★ Appleton	418.8	108.0	101.9	5.57
★ Green Bay	345.7	100.6	94.9	7.57
Kenosha	436.9	99.6	94.0	6.99
La Crosse	407.9	104.7	98.8	6.73
★ Madison	374.4	110.1	103.9	13.74

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1939	1954	1954	1955

Wisconsin (cont.)

Milwaukee	357.9	102.2	96.4	85.55
Oshkosh	400.7	105.2	99.2	6.01
Racine	423.3	102.8	97.0	9.44
Sheboygan	351.7	97.5	92.0	5.31
Superior	289.3	101.2	95.5	3.53

Wyoming

Casper	561.5	104.8	98.9	5.39
★ Cheyenne	457.9	105.4	100.4	5.22

RETAIL SALES FORECAST (S.M. Forecast for April, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	April
1941	1954	1954	1955

CANADA

372.2	103.0	100.0	1060.3
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Alberta

Calgary	337.5	91.8	89.1	14.48
Edmonton	485.4	101.0	98.1	19.22

British Columbia

Vancouver	376.8	98.2	95.3	45.29
★ Victoria	308.9	105.6	102.5	9.30

Manitoba

Winnipeg	246.3	97.5	94.7	27.83
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New Brunswick

Saint John	253.2	96.2	93.4	5.19
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Nova Scotia

★ Halifax	246.8	104.2	101.2	10.44
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Ontario

Hamilton	278.5	97.1	94.3	20.05
London	365.9	94.7	91.9	12.11
★ Ottawa	317.1	106.8	103.7	21.37
★ Toronto	346.7	112.7	109.4	114.73
Windsor	233.6	87.9	85.3	10.37

Quebec

★ Montreal	333.4	105.6	102.5	108.82
★ Quebec	333.5	106.6	103.5	17.44

Saskatchewan

Regina	316.9	93.9	91.2	9.95
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HANSEN
STORAGE CO.
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
WISCONSIN'S
LARGEST AND
MOST MODERN
AFFILIATE — HANSEN STORAGE OF MADISON INC.

THE SCRATCH PAD

By T. Harry Thompson



Block That Kick! Perhaps the oldest joke of all was when you were in school. A Derby lid where brickbat hid . . . a kick . . . then "April Fool!"

OVERHEARING: Upper half of a bronze bushing.

CHIMNEY-SWEEP: A fellow who follows soot.

Guesting for Cedric Adams in the *Minneapolis Sunday Tribune*, Don Raible said: "One thing you can be sure of on TV. Where there's smoke, there's a commercial."

Revised Version: "You're the Pream in My Coffee."

There's no accounting for tastes, says Etna Kelley, marking this letter-to-the-editor of *Telefood*: "We have a request for two unusual items and perhaps you might know where to obtain same. Items: Canned camel's marrow and canned elephant heart."

In a printed comment, the editor asked: "Who from—Frank Buck? Various consulates inform us that these two animals cannot be killed for commercial purposes and further add that they have never heard of the products your customer seeks."

APOPLEXY: What the boss could get if asked to okay \$185-a-day for a "presidential suite" at the fabulous Fontainebleau, Miami Beach.

What will the Jell-O copy-writer do when he runs out of animals?

Seeing how much Great Danes eat, owners should be allowed to list them as dependents.

Non-Sequitur Dep't: "Speak and write like a college graduate."—*Headline*. Fortunately, there are exceptions.

Earl Ticen, point-of-purchase merchandising, Minneapolis, defines merchandising as "merchandise set to music."

Willard Rusch, sm of McCulloch Motors' chainsaw division, says he hopes his firm "never gets out of the woods."

Seeing a mention of NCR paper here (No Carbon Required), Herb Rinn, of Moore Business Forms, sent me a flock of samples, each marked with the method used . . . electric typewriter, pencil, ball point pen. Pretty ingenious, but this reactionary still likes carbon paper.

Aid-To-Pronunciation Dep't: "You never thaw in Thule." The Air Force calls it "Toohey."

Pause cites the salesman who was annoyed by a dog watching him eat in a whistle-stop hotel. "Why is that dog staring at me?" he asked the waitress. She said: "You've got his plate."

There's often a connection between the cash register and the social register.

Two can live as cheap as one . . . if both work.

The boss everybody loves is equipped with a de-icer.

"How to Stop the Litter."—*Editorial*. Segregate the dogs?

On the subject of Death & Taxes, Bob Mayer, ad manager of Federated Mutual, Owatonna, Minnesota, sends this Gobelesque twist: "Please drive safely. The life you save may be that of a taxpayer."

G-E Refrigerator's revolving shelves give the housewife shelf-control, someone is sure to say.

Time, too, savors a play-on-words. Witness: "How to harry a millionaire."

Fall Oldsmobile, Chestnut Hill, Pa., will never be completely broke. As a gag, it keeps a 5-cent piece cemented to the floor of its service-station, gets many a grin as customer after customer bends over to pick it up.

★ ★ ★ ★ ★

Five-Star Final

THE WIZARDY OF WORDS

Words, more than swords, have shaped the destiny of men. The pen of Thomas Paine figuratively rode boot-and-saddle with the armies of Washington, helped win freedom for the colonies.

Napoleon said that three hostile newspapers were more to be feared than a thousand bayonets. Four simple words, "They shall not pass!" saved Verdun.

Who can evaluate the Wizardry of Words?

Words are the working-tools of the sales and advertising crafts. Rightly chosen words pack a punch. Conversely, they can purr and soothe like a lullaby.

Salesmen and copy-writers at the top of their professions choose words as the composers of music use the notes of the scale . . . to create a mood. They need not be big words . . . just words that pack a quart of meaning into a pint of expression.

The makers of Geritol could have based their appeal on "iron-deficiency anaemia," with medical sanction. But they kept it simple as Simon. "Tired Blood," they said, and we needed no blueprint.

Correspondents, too, should weigh their words. Then, instead of stuffy locutions like, "If you are desirous of receiving," they will write, "If you want to get."

Whatever your job, make words work for you. Avoid a columnist's word like "locutions" unless you are sure of your audience. Five-star finally, study mail-order copy. It has to be right the first time!

★ ★ ★ ★ ★

SALES MANAGEMENT

memo



Mr. *Prospect*

X wants to see you

the best sales leads in the world — — —

■ The best sales leads are invitations to call—invitations from *ready* buyers. And you can get lots more of them for your men. — ■ A good catalog program is the key, because buyers in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been Sweet's business for 50 years. If you sell to the product design, plant engineering or machine tool markets, and would like to see some case histories, write or phone our nearest office. Sweet's Catalog Service: Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco.



How To GET MORE BUYING ACTION!



WHEN PEOPLE READ their newspaper, they are in the mood to buy. And that's the time and place to tell your story when you want to get buying action.

More than any other medium, the newspaper gives people buying ideas. It is the one thru which you can build the consumer preference that registers with retailers and gets them to stock and push your brand.

The buying action of readers attracted to the Tribune during the twelve months ended Dec. 31, 1954, over \$55,000,000.00 in advertising. This was

more than has ever been placed in a similar period in any newspaper in the world. It was more than was placed in all other Chicago newspapers combined.

Chicago Tribune readers are your basic—and best—Chicago prospects. A Tribune representative will be glad to discuss with you a plan that can help you, as it has helped others, build a consumer franchise among the readers of the Tribune that will increase your sales and create a stronger competitive position for your brand. Why not get in touch with him today?

CHICAGO TRIBUNE

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick Associates
155 Montgomery St.

Los Angeles
Fitzpatrick Associates
3460 Wilshire Blvd.